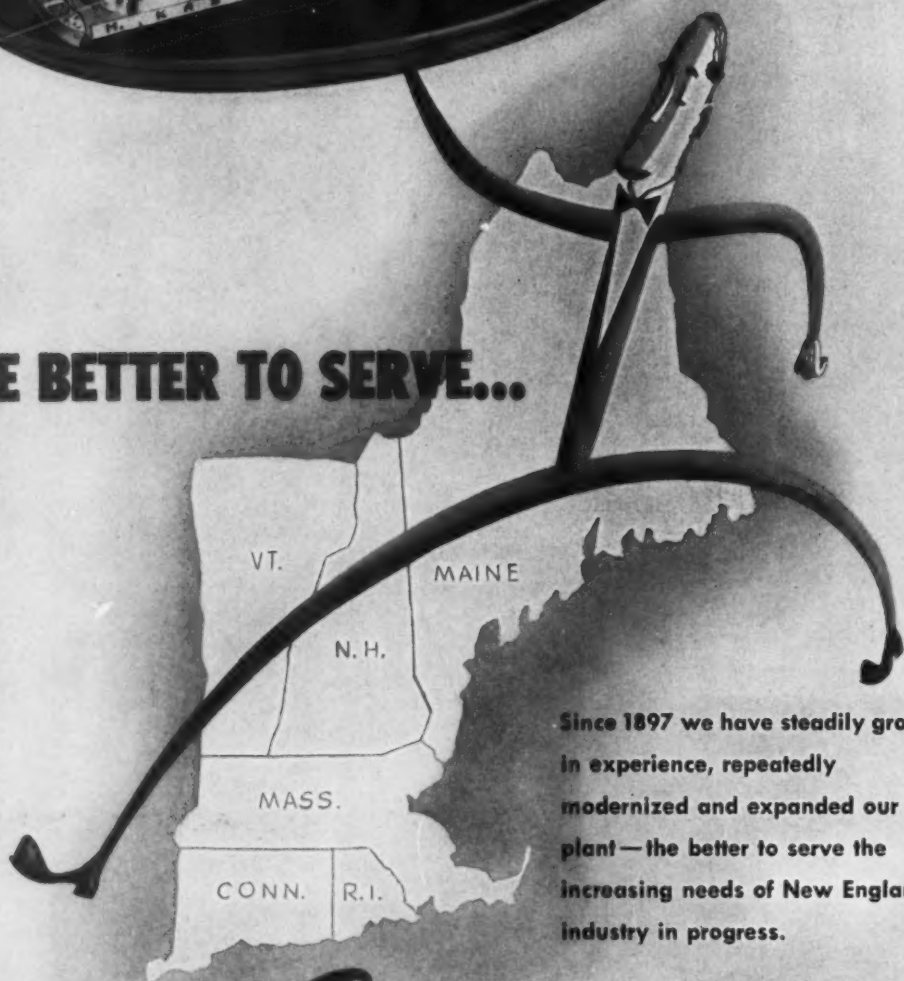




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NOVEMBER 1950



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# Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.  
VOL. 28 - NO. 11 - NOVEMBER 1950

L. M. BINGHAM, Editor

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Published monthly by the Manufacturers' Association of Connecticut, Inc., with executive offices at 436 Capitol Avenue, Hartford, Connecticut. Entered as second-class matter January 29, 1929, at the post office at Hartford, Connecticut, under the Act of March 3, 1879. As the official magazine of the Manufacturers' Association of Connecticut, Inc., it carries authoritative articles and notices concerning the Association activities. In all other respects the Association is not responsible for the contents and for the opinion of its writers. Subscription rates: one year, \$2.50; 25¢ a copy. Subscribers should notify publisher promptly of changes in address. Advertising rates on application.



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**THE LARGEST IN THE WORLD** and the most modern are these Seam vessels, having a cargo capacity of almost 12,000 net tons of coal.

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# What Can One Believe?\*

By CHARLES A. WILLIAMS, Vice President, United Illuminating Company, New Haven

**W**HAT a task it is today to distinguish between facts and opinions! Statements seem less reliable than ever before. Take, for example, the old favorite—"New England's Decline." The facts have caught up with that statement, if it ever were more than a gross exaggeration. Its falseness has been ably proved in a pamphlet published last January by Joseph A. Erickson, President of the Federal Reserve Bank of Boston.

Or take the new theme "Power Shortage in New England." Actually New England has a percentage reserve, above requirements, much greater than the rest of the country. There is almost a fourth more electric power available here than is being used.

To go farther afield, look at the Marshall Plan. Facts can doubtless be found about its methods, results, costs and collateral effects, but where are they? One source proves tremendous advantages, both to this country and to the beneficiaries, while another claims it is a drag on our economy and helps nobody.

You remember the story of the three blind men who examined an elephant. One, who felt a leg, claimed it was like a tree. Another who grabbed its tail said it was like a rope, while the third said it was like a big hose with two holes inside. Perhaps our problems are growing both in size and complexity so that no one person can grasp and describe them, let alone solve them.

Could it be that the "big lie" is undermining our intellectual honesty? When we see evidence continually of falsehood being used for strategy's sake are we toying with the same weapon "just to see how it works"? Probably not. We have too long been a nation of truthful citizens to pervert Benjamin Franklin's slogan to read "Dishonesty is the best policy."

On the contrary, there are probably two causes, both American traits—speed and carelessness. Speed has been accelerated in recent years by new communications. Radio and television have snatched away the time we once had to think between an event and its meaning. Yet who would suggest a forced time delay on news? That would be unthinkable even to those who favor taking away other liberties.

As to carelessness, one has but to read statistics of acci-

dents and fires occurring in any period. A terrific amount of damage, injury and suffering results from our physical carelessness. But there are no statistics of losses due to mental carelessness with ideas, opinions and facts. The losses are there, however, even though they cannot be compiled.

Surveys show that business men are avid readers—about business—though in late years they are reading more about national and international affairs. In these fields the confusion heightens because they do not know what to believe. Successful business men are not afraid to face facts; they must do so to stay in business. More businesses fail, it has been said, because the managers refuse to face the facts than from any other cause.

But what can one believe? When speed is allowed to obscure thought and at the same time is coupled with carelessness the result is bound to be confusion. Facts are hard to come by. It takes time to check different sources, to read between the lines, and to weigh and consider what we do not like to believe. But snap decisions are likely to be wrong.

To digress a moment, consider the sporting page. There you have facts if you want them, opinions galore, and ideas that are simple, human and understandable. There is seldom any confusion between opinions and facts—you can recognize them at once for what they are. No wonder so many people read "the sports."

Questions to ask ourselves are these: Where do I get my facts? Do I check them back? Do I swallow opinions of others? Am I in a hurry to make up my mind? Do I absorb the whole of everything or do I skim off what I like to hear or read? Or more searching questions: What's behind this? Is someone trying to plant an idea for a purpose? Why shouldn't I be skeptical or critical of this? Has this fellow had time to think before expressing himself? Does he really know or has he been misled?

The chaos of opinions and warped facts is a challenge to everyone, particularly business men. Truth must be found even at great cost, also the time needed to evaluate it. It is easy to be lackadaisical, to say "Oh, what's the difference," to let others make our opinions for us, to decide to follow the crowd. But those charged with the future of companies that have work to do, companies that provide jobs for hundreds or thousands of men and women, will preserve a balance with their feet on the ground.

\* This is the nineteenth in a series of guest editorials. Mr. Williams is a director of the Manufacturers' Association of Connecticut.



THE SPRAGUE METER COMPANY, Bridgeport, as it looked in 1911. Horse and buggy then transported meters from the factory to the railroad station for shipment to all parts of the country.

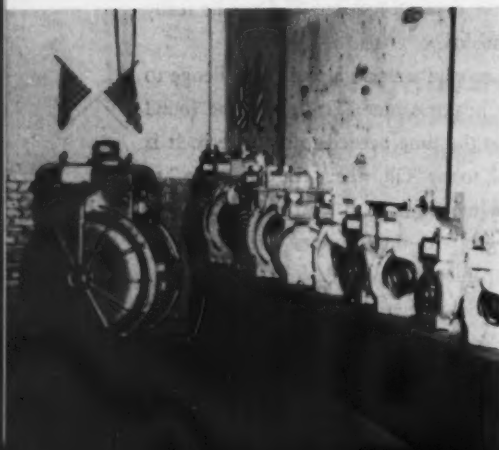
## FIFTY YEARS *of Progress* AT SPRAGUE METER COMPANY

**F**USED with an idea and an inspiration, the late Henry H. Sprague, in 1900, established the Sprague Meter Company in Bridgeport, Connecticut, nineteen years after graduating from Yale University with the famous class of 1881. Today, as the concern marks its golden jubilee, it stands as one of the three major industries in its field.

### Pioneering Ventures

From the start the company pio-

ONE OF SEVERAL EXHIBITS at Sprague Meter's Open House held in June in honor of the firm's fiftieth year in business.



F. LESLIE FAIRCHILD

neered. Its "firsts" include early work in the manufacture of an iron gas meter, introduction of a combination meter and gas regulator, and early work in the measurement of bottled and natural gas.

Through the financial backing of William Felps Eno, of Saugatuck, a Yale classmate, Mr. Sprague was able to initiate production and sales of his invention—a three chambered meter which measured gas accurately at low rates of flow.

Then located in the McMahan & Wren building on Water Street in Bridgeport, the Sprague Meter Company employed six people, including Mr. Sprague. One hundred meters a week was tops in those early days. Now the company turns out twelve times that amount every day of the year.

A relatively simple and inexpensive mechanism, the gas meter is one of the most important items of equipment in the gas industry. It has often been called the industry's "cash register."

### War Record

With Mr. F. Leslie Fairchild's advance to the presidency of the firm in 1939, the company was further expanded. During the war years, the company produced precision instruments, and several complex mechanisms ordered by the Army, Navy and Maritime commission. The company was expert in producing such battleground equipment as shell fuses, fire control mechanisms, artillery gun brackets, convoy lights for the Navy, radar units for the Air Corps and a number of smaller radio and switching equipment.

### Production Advance

Production techniques are constantly



being stepped up. The latest innovation to increased production was a Newcomb-Detroit washer to eliminate steaming, open tanks, and the consequent wet and slippery floors. Installed just recently, were a pair of Ex-Cell-o drilling and tapping machines, which perform the work of seven previous machines, and do it much more rapidly. These machines will turn out as many center castings in one and a half man-hours, as the former machines did in seven man-hours.

### Distribution

Development of nation-wide warehousing facilities have been like milestones in the history of the Sprague Meter Company. The first distribution point outside the factory was set up in Los Angeles in 1905. Others followed in succession: Davenport 1911, San Francisco 1917 and Houston, Texas 1929.

In addition some warehousing has been done in St. Louis and sales agencies are maintained in Melbourne, Australia and Paris, France. Today, Sprague Meters are used in more than twenty-five countries, the world over.

In 1940 the Los Angeles warehouse moved into a new building. Another modern structure was opened in Davenport this year, again to better serve customers in the distribution and maintenance of meters. Similar warehouse-repair facilities were also recently inaugurated at Houston, Texas.

### Research and Promotion

Scientists have found various and unique uses for Sprague products. Many meters are used in flue gas research to improve the efficiency of combustion in industrial furnaces, and to check the efficiency of refining equipment.

One Sprague meter recently was used at an Iowa university to analyze the breathing of cows in the agricultural school's herd. They have also been used as timing instruments for pressure regulators in station set-ups and in federal surveys of the salt content of air over various coastal areas.

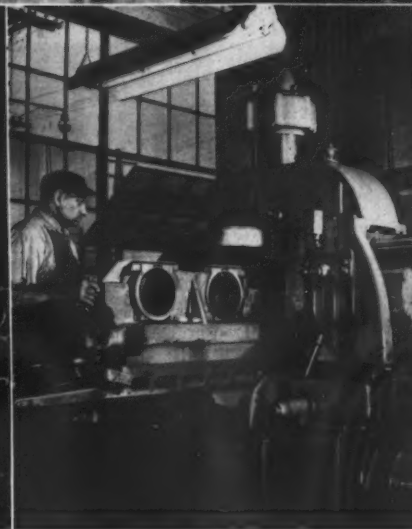
During the span of years in which the Sprague Meter Company has been in operation, it has developed into the third largest producer of gas meters and regulators in the United States. Altogether, more than four million Sprague meters are in use throughout the world. Many sold fifty years ago are still in service.

To meet increased demands for its products, an engineering group was organized in 1930. Previous to this, the engineering functions had been spread among the different offices of the company with Mr. Sprague himself directing all the experimental work.

*(Continued on page 40)*

**PROVERS WORK** in an air conditioned room, calibrate meters to customers' exact specifications.

**AN EARLY SPRAGUE** valve grinding machine, converted into a lapping machine for fine valve finishing.



**A SPECIAL, ONE PURPOSE, Ex-Cell-O** drilling machine, turns out as many center castings in one and a half man-hours as the former machine did in seven man-hours.

**ONE OF TWO SPECIAL design Triple** Kearney and Trecker Milwaukee millin machines for facing meter centers.





PHOTO of Yale Dining Room at the Dinner Session.

## 135th ANNUAL MEETING REVIEW

**T**HROUGH the courtesy of Yale officials, the Association was permitted, for the second consecutive year to hold its Annual Meeting (the 135th) in two halls of Yale University, New Haven, September 12, 1950.

Starting off the morning Sales Clinic session at Sprague Hall with an attendance of around 150, new arrivals throughout the morning, and early afternoon increased the attendance to approximately 600 for the latter portion of the Production Clinic and the Productive Power Show—the closing event of the daytime meetings. Although the program of events was conceived and completed prior to the outbreak of the war in Korea, the valuable ideas brought out by panel members of both the Sales and Production Clinics

were applicable to our present economy, as yet only slightly affected by defense production.

### Luncheon Session

Murray Shields, vice president and Economist, Bank of Manhattan Company, was the guest speaker at the luncheon session held in the Yale Dining Hall. His announced topic was "The Economic Outlook." He changed the subject of his talk, in line with current events, to "A Blueprint for Mobilizing our Leadership." A brief version of his remarks appears on another page of this review.

### Business Session

Promptly at 2:00 P. M. the business meeting was called to order in Sprague Hall auditorium by President Purtell.

In the record time of twenty minutes reports were presented and acted upon as follows: Treasurer's Report by John Coolidge, treasurer of the Association and president of the Connecticut Manifold Forms Co., West Hartford; Budget Committee Report by A. S. Redway, chairman of the Budget Committee and president of the American Paper Goods Co., Kensington; and Nominating Committee Report by Arthur B. Barnes, chairman of the Nominating Committee and president of Ponemah Mills, Taftville.

All reports and recommendations made by the treasurer and committee chairmen were approved and upon vote of the meeting the Secretary cast one ballot for the election of the following directors to serve for a term of four calendar years beginning January 1, 1951. Directors elected were: For director representing Tolland County, R. Leland Keeney, treasurer, Somersville Manufacturing Co., Somersville, to succeed Frank Parizek, chairman of the board, Frank Parizek Mfg. Co., West Willington; for director representing Windham County, George H. Reama, vice president—manufacturing, American Screw Co., Willimantic, to succeed E. B. Shaw, agent, American Thread Company, Willimantic; for director representing New London County, Walter E. Turner, president, Atlantic Carton Corp., Norwich, succeeding William W. Allan, executive vice president and general manager, The Baltic Mills Co., Baltic; for director representing Middlesex County, Robert J. Starr, partner, A. M. Starr Net Co., East Hampton, succeeding Sydney A. Finer, vice president, Pond's Extract Co., Clinton; and for director-at-large, Arthur F. Murray, works manager, Electrolux Corp., Old Greenwich, succeeding Alfred C. Fuller, chairman of the board, Fuller Brush Company, Hartford.

### Evening Session

The evening session, starting with dinner at 6:30, drew a record attendance of over 900, a near capacity audience for Yale Dining Hall. It was an impressive, never-to-be-forgotten sight to view from either end balcony the seemingly endless rows of flower decorated tables filled with men charged with the responsibility of operating several hundred of Connecticut's leading industrial establishments. It was especially impressive to note that nearly one-third of the huge dining hall was occupied by tables stretching out from the head table, where representatives



"MEETING THE SALES CHALLENGE OF THE FIFTIES" was the topic discussed by these sales clinic participants: (Left to right) Sumner J. Robinson, general sales manager, Bigelow-Sanford Carpet Company, New York; Frank W. Mansfield, director of Market Research, Sylvania Electric Products Co., New York; J. T. O'Connor, Jr., panel chairman; Southern New England Telephone Company, New Haven; Arthur L. Scaife, merchandising manager, Traffic Appliances, General Electric Co., Bridgeport; and James C. Olson, partner, Booz, Allen and Hamilton, New York.



AT THE PRODUCTION CLINIC in the afternoon Chairman John W. Nickerson, a management engineering consultant, is shown addressing the audience. Panel members were Erwin H. Schell, professor in charge of the Department of Business and Engineering Administration, Massachusetts Institute of Technology; Clifton H. Cox, Clifton H. Cox Co., Newark; Mr. Nickerson and H. E. Blank, Jr., Editor, Modern Industry Magazine, New York. President Purtell is seated at the extreme right.

of most of the 306 companies, 50 years old or more, were seated. Tables were grouped by age of companies, by standards marked 50 to 75, 75 to 100, and 100 years and over.

Invocation was given at the start of the banquet by Reverend E. E. Holohan of St. Mary's Church, New Haven. Other events following the dinner included a five-minute address of welcome by Governor Bowles; President Purtell's annual report, "The Human Factor—Key to Business Success;" award presentation ceremony; and the feature address by Cecil Brown, NBC Radio commentator and lecturer on the subject "Crossfire in Asia." Music during the dinner hour was furnished by Berman Orchestra of New Haven.

For lack of space it is impossible to include the complete addresses of speakers and panel members. In several instances, too, panel members spoke only from notes. Therefore, we reproduce on this and succeeding pages only the highlights of the addresses and even briefer versions of many of the panel talks given at the Sales and Production Clinics.

## Sales Clinic

**R**ECOGNIZING that sales problems will rank high in the planning of Connecticut industries during the fifties, a sales clinic was carefully planned to give the maximum assistance to sales-minded management who demonstrated, by their attendance, their desire for help in "Meeting the Sales Challenge of the Fifties"—the theme of the clinic.



In his brief opening remarks, J. T. O'Connor, chairman, said in part:

"When we planned this clinic we considered all of the phases of the sales job in an effort to find those subjects which through discussion might be of the greatest aid to businessmen in the time of analyses planning.

"We ruled out discussion on salesmen selection and training because we know of the excellent job being done through the National Sales Executives and the Local Sales Clubs.

"We asked ourselves such questions as these:

- "1. Does the average businessman—sales manager or General Management executive understand the advantages of doing a good thorough Sales Research job?
2. What can Management obtain through better Sales Controls?
3. What can he obtain through greater cooperation between Distributor and Retailer?
4. What are the responsibilities of Top



**NEW ASSOCIATION DIRECTORS** elected at the Annual Meeting to serve a four-year term beginning January 1, 1951, (left to right) Robert J. Starr, partner, A. M. Starr Net Co., East Hampton; George H. Reama, vice president, American Screw Co., Willimantic; R. Leland Keeney, treasurer, Somersville Manufacturing Co., Somersville; Walter E. Turner, president, Atlantic Carton Corp., Norwich; and Arthur F. Murray, works manager, Electrolux Corp., Old Greenwich.



ASSOCIATION OFFICERS and clinic speakers seated at the head table at luncheon in Yale's Dining Hall. Murray Shields, vice president and economist, Bank of Manhattan Co., New York, the chief luncheon speaker, is shown in the center.

Management towards the Sales Department?

"In asking ourselves these questions and presenting our views we recognized what a wide variance of opinion there is in these fields, so we set out to obtain experts to cover the subjects and were successful in our quest.

"These men, gentlemen, are experts—not only away from home—but in their very well-known companies and competitive fields.

"We will hear from them presently. Each man will talk 15 minutes on his subject and at the conclusion of all of the talks we will have 30 minutes for questions from the floor."

#### Market Research for the Small Company



Frank W. Mansfield, Director of Market Research, Sylvania Electric Products Co., New York, N. Y., speaking on the topic of "Market Research for the Small Company" brought out the key points as follows:

"1. Market research is not the blind use of statistics, the careless application of multiple correlation to available data, nor is it any magic formula which will answer all of the problems of sales management.

"2. To define sales research objectively is pretty difficult without agreeing on the purposes of salesmanship. In my opinion a good sales department is one which knows everything there is to know about his customer, his prospect, his competition, his product, and his operating problems.

"3. A well organized sales research department is one whose primary objective is to get the facts regarding those

subjects just mentioned, so as to permit the making, in the sales department, of sound policies, setting up fair prices, developing good operating plans more objectively, more intelligently and more accurately than could be done without the facts. Admittedly sales research cannot do all of these, but can help in doing most of them.

"4. I also feel I am prepared to defend the statement that sales research generally can do these things more accurately, more quickly, more cheaply and more objectively than the usual operating sales department. There are numerous reasons for this, such as the subjectivity of most salesmen, the fact that they do not meet the real customer, and that their impression of the market is frequently distorted because they are getting their story third hand. Last but not least, he hears only what the customer wants him to hear, and if he is properly directed does not have the time to do research anyway.

"5. In our own Sales Research Department we have the responsibility for calculating potentials, analyzing sales, analyzing markets, doing sales research, doing market research, analyzing the profit and loss from the sales viewpoint, and studying pricing policies.

"6. A small manufacturer may very well take the attitude he does not have the time or the ability to do these things, and if he is small enough, I agree that it is not necessary because if you carry it to the absurd extreme of the small restaurant or the bootblack proprietor, he is meeting the real customer and his every connection is in effect true sales research.

"7. If you are very large you probably recognize you do not have all of these answers, but you are still trying to get them through sales research. The real problem revolves around the companies which are too small to have an organized sales research department, and too large to get real close to the customer. This should not discourage this typical medium sized manufacturer

because market research is not difficult nor complicated. In its simplest terms you only have—

"(a) To find out what you really want to know—define your problem.

"(b) Ask the guy who knows more than you do—involves a good sample.

"(c) Ask the question in such a way as to get facts, not misinformation.

"(d) Interpret the data correctly.

"(e) Use the data.

"8. If you do not have a sales research department, by all means select someone whose sole responsibility is to do the job. If you cannot afford a man full time, set up a man and insist he spend one-half, or some definite share of his time, doing this and nothing else.

"9. Don't call in the experts unless you have the man just described to correlate your problems with the abilities of the experts, and unless you have the time to define your problem. You know a lot more about your own business than the best market research experts in the country. And finally, do not work with the experts unless you have the time, and take the time, to understand what they are doing, why they are doing it, and what goals they are trying to attain.

"10. Do not overlook the help and information you can get from your trade associations. The scientific viewpoint will help more and more as business becomes more and more competitive.

"11. If you have the facts and use them intelligently, you have an excellent chance of setting up your controls properly, getting the right kind of distribution, and capitalizing on your true sales opportunities.

#### Better Sales Controls

Speaking on the topic of "Better Sales Controls," Sumner J. Robinson, Sales Manager, Bigelow-Sanford Car-





pet Co., New York, N. Y., set forth pertinent points, in part, as follows:

"In the squeeze for profit in the months and years ahead, your sales division and its effectiveness may well represent the difference between an empty cash drawer and dividends to your stockholders.

"Before the pilot of your sales division flies his course, he must know where he is going and why. He must familiarize himself with the controls which are going to keep him on the beam. He must be furnished with statistical information that will allow him to do something about trouble spots before his sales plane falls hopelessly behind schedule or just falls—period!

"Let's assume we are setting up sales controls for Smith & Jones Company, manufacturers of consumer products, sold through several types of retail outlets and with an approximate sales volume of \$6,000,000 at cost.

"After examination of the work load, we decide that 25 territories is the ideal setup for Smith & Jones. We lay out those territories based on the work load, geographical considerations, and sales potential. Regardless of the hue and cry of old-timers in the sales organization, we abandon the crazy-quilt pattern of existing territories which 'just grew' with additions—and substitute a planned territorial setup using a Buying Power Index to measure the potential in each area. Tailor-made B.P.I.'s are wonderful if available and plausible, but few companies are fortunate enough to have such an index at their disposal. Those issued by such sources as the magazine SALES MANAGEMENT are generally very satisfactory as a yardstick.

"By weighting past performance with a Buying Power Index, we can arrive at a percentage target for each territory. The next step is the formulation of a six months' sales quota for the economy. We do not make the common mistake of picking a dollar figure and then breaking that down into 25 territorial quotas. No sir! We take our individual products and decide what can be sold on each separately and, block by block, we build up and finally arrive at a \$6,000,000 target. Quotas

are assigned on each product by territories and this done in consultation with the salesmen.

"One more step remains, and it is accomplished at the territorial level. Each salesman arrives at a quota by products for each of his accounts by months. So now we have a time-table broken down into elements that can be easily understood and controlled.

"Come January 2nd, Reynolds, the Sales Manager for Smith & Jones, sits down in the cockpit of his sales plane. His controls are directly in front of him; his targets clearly defined and his time-table posted for easy reference.

"He flies through January and February with 'the greatest of ease.' All instruments on the panel in front of him are recording, registering or otherwise functioning in a normal pattern. His product and territorial quotas are at least being met and in some instances he is flying ahead of schedule. Come March and wham! The company is not yet in serious trouble, but Reynolds fastens his seat belt and begins scanning his controls with an anxious eye. Sales are off approximately 30% for the month of March alone!

"Reynolds turns first to the 'Product Performance' control. While all products are below par, two major products have suffered a severe decline. We will refer to these sub-par products as B and F in the future. You know when you eat an artichoke, how you peel off the leaves one by one to get at the heart. This is exactly the process Reynolds must use in getting to the heart of his sales problem—and in his product diagnosis he has peeled off his first layer.

"He next glances at his 'Territorial Controls' and finds six salesmen are definitely behind company average. The Detroit and Chicago territories, because of their potential, have large dollar deficiencies and appear to present the major problem.

"An examination of product performance in these two territories shows again that products B and F have been hard hit. Taking first things first, Reynolds decides that Chicago is his high priority problem. He knows, however, that the situation in Chicago is not necessarily the result of anything that has happened the past three months or even the past year. When yardsticks are applied for the first time, some sales managers are apt to jump to conclusions and assume the present incumbent of a given territory is inadequate—simply because his sales are not up to potential on the first go-around. Actually, what

he forgets is that he is not only applying a yardstick for the past three months, but very often he is also measuring years of sales effort in that territory, years of supervisory effectiveness, advertising weight, product acceptance, distribution policy, and so on.

"Having peeled off a couple more leaves of his artichoke, Reynolds is now closer to the heart of his difficulties. He knows that two territories have a serious sales headache and in the first he tackles, products B and F appear to be important contributing factors.

"The sales manager's next control was concerned with the major markets where he already knew a problem existed. In laying out his new territory alignment, Reynolds had made a study of his sales concentration pattern and he had discovered that 65% of his Buying Power Index potential was centered in 25 trading areas. The fact that only about 55% of his business was coming from these major markets worried Reynolds because sales expense ratios generally drop in 'easy-to-sell' large markets where salesmen have to spend a comparatively small amount of their time traveling. His overall sales expense would undoubtedly be lower if he was shooting par in the major markets, and this just average performance would swell his sales volume considerably. Three months performance records of the major markets against Buying Power Index confirmed his suspicion that the Metropolitan trading area of Chicago had made a poor showing against a relatively good job in the rural areas of the Chicago territory which extend into downstate Illinois and parts of Wisconsin and Iowa. An intensive drive on this concentrated potential should produce the wanted volume at a low cost.

"Running his eyes over the control board, Reynolds stopped at the company's key-account control which, quite obviously, deals with the top volume customers. The company has 150 key accounts out of a total customer list of 750. These are the dealers that Reynolds 'lives' with, as these 150 key accounts represent 70% of his total volume. Reynolds keeps close watch and accurate records on each of these customers. Monthly sales, by products, are posted and analyzed and compared to a monthly quota for each key-account. The minute the control board shows trouble on one or more of these dealers, immediate action is taken because of their large contribution to the sales volume.

"He notes the Chicago salesman has

nine key accounts of major importance to his overall performance in the Chicago territory. Seven of the nine key accounts are in the Metropolitan trading area of Chicago. Five of the seven customers are hardware stores which, in every instance, are considerably behind quota. Practically all of their poor showing is traceable to their performance on products B and F.

"Reynolds begins to wonder what a country-wide customer-type analysis would indicate for hardware stores, as a trade class. He feels that it might have a direct bearing on his case. It went through his mind that hardware stores, as volume outlets, are very important to the company . . . traditionally they always have been. 'Flying by the seat of your pants, Reynolds.' No good! Look at your control board instead! In four years from 1946 to 1950, hardware stores have shown a drop of 27% in their percentage of total sales. This is basic information which Reynolds, up to now, has ignored. Yet it is information which should be used in making a number of important decisions involving the product line make-up, distribution policy, product mix and the formulation of the company's advertising philosophy.

"The performance of this trade class as a whole on products B and F might have a direct bearing on the sales declines in Chicago. Reynolds checked the records and found that sales had declined for several seasons and important as these products were to the hardware stores, nothing in the way of a market analysis had been attempted to discover the cause of the trouble.

"Well, our sales manager has done a pretty good job of paring off the leaves of his artichoke and getting to the heart of his sales problem. He has a few more to peel before he is finished. The first is a check on his manpower in the Chicago territory. Just how effective is his salesman in that important area? Obviously, it is not a market in which you send a boy out with a pop-gun to shoot bear. Reynolds now has yardsticks to apply against his salesman's individual performances. He knows that the marginal producers are a profit hazard. He realizes the necessity of developing a strong, hard-hitting team which must mean the unconditional release or farming out of the weak elements in order to increase his overall effectiveness.

"Smith & Jones have a *salesman's call report*—based on the McBee Key-sort which, as you know, is a manually operated punch-card system. The salesman makes out a card for each call.

With these reports, plus sales statistics, Reynolds has his yardsticks for *measuring sales effectiveness*. Here are some of the controls:—

"1. Number of daily calls. 2. Order call ratio. 3. Number of orders per man-day. 4. Average order size. 5. Average sales production per man-day.

"In further checking on the Chicago man's sales cost, Reynolds was studying still another type of control—that of measuring territorial variations in sales cost. By relating each salesman's salary, travel and entertainment to the volume in his territory, Reynolds can find out the cost per \$1,000 sales by territory. Using the company's national average as 100%, the Chicago territory's sales expense is 16% higher for each dollar of sales than the average. It is interesting to note that there is a variation of approximately 114% between the low and high cost territories. Naturally some of this variance between territories can be explained. It's the balance that Reynolds wants to know about.

"Reynolds gives a passing glance at his sales yield per man on the dials in front of him. If national sales are divided by the number of salesmen it takes to get that volume, the resulting figure will represent the sales yield per man. Again, there are important variations between territories which will affect results, but if Reynolds has the facts he can locate the legitimate variations and shoot at the balance as his target.

"With a company average as 100%, the sales yield in the 25 territories runs from 62% to 145%. Chicago shows a yield of 87%—13% below average.

"In only a little more time than it takes to tell it, Reynolds has pretty well isolated his problem. He knows what and where it is. His controls have pinpointed his trouble. He knows that the Chicago territory is behind quota and that its performance against Buying Power Index is not up to par. The company, as a whole, is showing up poorly in products B and F and much of Chicago's difficulty is centered in these two products. The volume trend on hardware stores, as a trade class, is downward and as they have been large users of products B and F, a pattern appears to have developed which is now spotlighted in Chicago. Reynolds' controls have indicated a very definite warning on key accounts in the hardware trade class and unless the spark can be rekindled, he must look elsewhere for this volume. His salesman in Chicago seems to be fairly capable but he will bear watching. Chicago's sales expense is

above company average and sales yield is below the average.

"Armed with his Chicago representative's call report cards, he now goes to Chicago and the heart of his sales headache.

"He discusses the problem with his salesman and they study the records before them. A plan of action evolves. Specific assignments are developed for the salesman. His call blue-print which is his planned route list, is revised. Specific objectives are set up for each call and follow-up. A product revision is recommended by phone to headquarters with the hope of recapturing the volume lost in the hardware store trade classification. They work out a local promotion with a hard-hitting Sunday punch. Reynolds throws the book at his Chicago soft spot.

"But something new has been added to his whole operation. A planned approach!! Only possible because of the newly developed sales controls. When the elements of a problem are known, a solution is comparatively easy. If a sales executive operates without controls, about all he can do when sales start tobogganing, is give his organization a bawling out and an aspirin tablet. If the situation is serious he starts firing and hiring salesmen. He knows of no other answer. Under present conditions, with the continuing expansion of our armed forces, the 'hire-and-fire' sales manager is bound to feel the draft through his inability to find trained sales replacements. The trend toward a civilian manpower shortage makes a planned and controlled approach doubly important in order to determine whether or not sales soft-spots are caused by factors other than poor salesmanship."

### Building Better Distributor and Retailer Cooperation



Arthur L. Scaife, Merchandising Manager, Traffic Appliance Division, General Electric Co., spoke on the topic of "Building Better Distributor and Retailer Cooperation." Excerpts from his talk follow.

"When the cost of living index goes up, immediately we hear the cry—'Distribution costs are too high. The dis-



tributor isn't doing his job cheaply enough. The retailer is asking for too much and is always chiseling on price and discount.'

"For example, there is a meeting being held the last of this month in Chicago by the Cooperative League of America, aided by economists of both the CIO and the AF of L, to discuss the subject, 'The Middle Man—His Functions and His Margins.' . . . My surmise would be that the discussion might question the very existence of the middle man and the retailer. It might also indicate that there was some thought that the margins of both were too high.

"Maybe these people are honest in their convictions. Let's assume that they are completely honest. Whose fault is it that they don't know that the finest distribution system in the world has a high distribution cost that makes it possible to send the vast outpouring of American industry to every nook and cranny of this country? Whose fault is it that these people don't realize that the greatest investment in the world per employee is found in the factories here, and that this greatest investment per worker makes mass production itself possible? Mass production which can only be sold through this finest distribution system in the world. Yes—Distribution on a mass basis is expensive. It calls for highly specialized people—tremendous investment and gamble—and, unquestionably, this cost must be worked on—pounded—pared to the bones. The same necessity rests with the manufacturer and the retailer.

"We know that the only real gauge of the value and efficiency of this whole setup, however, is in the unit cost—the real price, value and quality of the product or service bought by the consumer. Nowhere in the world is such value matched. It doesn't even come close. Whose fault is it that these facts aren't known? . . .

"Now, let's look at ourselves for a moment. It is a fact today that some distributors feel that they can only get what they should have by fighting the factory. Dealers—many of them—feel they can only get what they want by fighting both the distributor and the factory.

"Distributors in all fields of business are organized: Dealers in all fields of business are organized. Manufacturers are together. And yet, by what right can we, as manufacturers, say, 'The distributor must get more volume—less discount. He must increase his efficiency as we have?' Can the distributor from

an ivory tower tell the retailer the same thing? The retailer says in many cases, 'I have to have more margin. The factory should handle service.' Isn't it a fact that the three—manufacturer, distributor and retailer—are a three-link chain? What hurts one hurts all of them. The three are an indissoluble chain—welded together by function, importance, and complete interdependence. Distributors and retailers should be considered as part of our companies. Their standing in their communities becomes our standing in those communities—based on how they represent us. . . .

"Let's then first examine openly and honestly the mores in our own eyes before we look for the beams in the eyes of others. That they are there is a fact, and they can be corrected only if we have the courage to first recognize them and then do something about them. We can say, 'Competition forces these things,' and I think we can say also, 'If we, as manufacturers, pay for a function and perform that function ourselves for which we franchise somebody else—we are adding to cost.'

"There is still one more facet and that is the one of understanding. Understanding of this system—manufacturing, distribution and retailing—on the part not only of the public generally, but on the part of our own people. The people that make our stuff—distribute our stuff—and sell our stuff. . . .

"Let's take another case. How many times recently have you seen advertisements pointing out that there is no middle man? The ad says, 'Come in and see us. Walk up two flights and save ten dollars. We buy direct from the factory—there is no middle man's profit.' The middle man—a general term applied quite loosely and standing in the public's mind for that vague man who does something with goods and makes piles of money. . . .

"There are the drug people. You must have terra-mycin immediately. A member of your family rushes to the corner drugstore—a middle man—and buys the drug—brought there by the distributor—a middle man . . . a drug that was discovered in the research laboratories of a manufacturer—a middle man.

"We have some middle men wearing dust-covered, blood-stained uniforms, who stand between us and the North Koreans. These, too, are middle men. They are, however, middle men whose services are thoroughly understood and appreciated by the great mass of people. You pay and pay willingly for the serv-

ices performed by these middle men. Again, because the services they perform are thoroughly understood. The service performed by the middle man, the three-link chain in this country is not understood. It has long been known that when a system or device, or even that place behind the high fence, is mysterious—it is feared. When a thing is understood, fear departs. Confidence is bred and made of complete understanding. Misunderstanding is probably the biggest problem we have. It is without question the biggest problem in the world today and it always has been.

"We have then, it seems to me, a two-fold job to do basically before we can prepare for sales in the fifties. The first is to be sure that our own distributors and dealers are working with each other by understanding their function, their importance, and their complete interdependence—the manufacturer, the distributor and the retailer.

"Next, we must make sure as manufacturers—and hence more concerned with the national scope of business than are the other two links—that the public starts to learn about the basic facts of economic every day life in this country. Learn the fact that every day is election day in the United States—that the future of our country will be decided by economics and not politics—that a place of business is actually a polling place where ballots are cast each time a thing—a service—a piece of merchandise is bought or rejected. Democracy is exercised more frequently and more conclusively in the marketplace than on the floors of Congress, because we are first of all a business nation—whether our business is making, distributing or selling.

"Russia was taken over at the time of the revolution by less than two per cent of the population. Germany was taken over by the Nazis with less than two per cent of the population. Less than one per cent of the population of this country is Communist. What business faces now is not violence or flaring hostility, but a long, slow, ground swell of misunderstanding and discontent. Our picket lines are in the minds of people. There seems to be a rather total lack of understanding of the basic economics that has made this country. And yet, I am certain, as I know you must be, that if we could sit down and talk to any one of these people, you would win their respect and understanding in just a few minutes. There is no formula I know of except to apply the same honesty, integrity, simplicity of approach and example that is used in the adver-

tising to sell our products. . . .

"There is no 'they' to do this job—it's an 'us' job. We start in our plants, branch out to our distribution, and to our retailers. Once they understand the all-compelling importance of this job and see their part in the thing—and their benefits—everybody's benefits, then we start a chain reaction of positive clean mind-sweeping that the truth always brings. This started—and started well—and we have a basis on which to plan well for better cooperation of distributors and dealers and for better sales in the fifties."

### Top Management's Job



Speaking on "Top Management's Job in Meeting the Sales Challenge of the Fifties," James C. Olson, Partner, Booz, Allen and Hamilton, New York, N. Y., made observations which are reproduced, in part, as follows:

"At the time this subject was assigned to me back in June, we were all heaving a sigh of relief because 1950, business-wise, was turning out better than we feared it might in January. Yet we all wondered what 1951, '52 and the years beyond, would bring. We came out of World War II with production capacity roughly double pre-war in physical volume, and three to four times pre-war in dollar volume. Our break-even points were high. We believed we had to operate at near capacity to maintain the profit position of our individual companies, the nation's prosperity, and to prop the rest of the democratic world in the economic battle against totalitarianism. We saw evidence after evidence of eliminated backlogs. We wondered if we could sell enough to maintain a profit-producing production level. . . .

"Then one morning we awoken to the fact that we are at war in Korea. What does this mean? One of the economic services pointed out that one of three things might develop: (1) We might by our decisive action in Korea so discourage additional aggression that we could look forward to years of even greater normalcy than experienced recently; (2) Additional sectional aggressions of the Korean type might occur with the result that we would often be

fighting one, and would have to maintain a constantly prepared condition; or (3) We might have all-out war with Russia soon. Most of us are not optimistic enough to think it will mean the first of these. If it means the second or third, the top management of most businesses must throw emphasis to production and other functions of business rather than to sales.

"But we can't be certain as yet that the alternative condition won't obtain. Therefore, top management must do more frequent planning, must make plans for alternative courses of action, must do more reasoning based on less known and more unknown factors, and must stay extremely flexible.

"If either the second or third condition obtains, we will have a period of false prosperity with the accompanying sellers' market for many items and an easier market for most others. You all know that under such conditions the Sales Division will have to 'eat at the second table' insofar as top management attention is concerned. Top management will again tend to confine its attention on the sales side, to plans relative to (1) manpower and its best utilization, (2) allocations of merchandise, (3) avoid run-away sales compensation plans, and (4) restriction or redirection of advertising and sales promotion programs.

"While we must all recognize under these conditions the priorities placed on top management for planning and administration for other divisions of the business, I want to urge, that once emergency items are handled, top management use this period of sales grace to do some fundamental work toward the improvement of that area. During World War II, the Sales Division was so neglected that many companies entered the post-war sellers' market badly unprepared. The sales divisions of our American companies generally have not had the calibre of effort directed at making them scientific, economical units that has been accorded to other divisions of our companies. Just as an engineer in a plant committed to a program of preventive maintenance selects a period of low power load to strengthen a steam boiler, so should top management take advantage of this opportunity to strengthen its sales producing equipment. Incidentally, our false prosperity and high taxes should supply the money with which to do the job.

"It should do the necessary planning and administration to strengthen the Sales Division. It should make any changes in executive personnel deemed

necessary. It should provide that work be done to strengthen the division at every point. It should survey each of the following sixteen tools through which sales management accomplishes its job: (1) marketing research, (2) objectives, (3) policies, (4) program, (5) organization, (6) budget, (7) territorial layout, (8) quotas, (9) reports, (10) sales correspondence, (11) recruiting, (12) training, (13) advertising, (14) sales promotion, (15) sales compensation, and (16) cost control.

"Ability to devise and wield these, comprises—in our book—the science of sales management. Top management should identify any weaknesses in each of these and assure itself that, while the selling stress is off, and while the money is available, work is under way to strengthen and put each in top operating condition.

"By pursuing this program, top management can make certain that the sales division is ready for that post-hostilities period when the stress we anticipated for the early fifties will be placed upon it."

### Production Clinic



John W. Nickerson, Management Consultant and Chairman of the Production Clinic opened the meeting with a prefatory statement which follows, in part:

"The real challenge of the fifties is the challenge of individualism against collectivism, the challenge of spiritual and moral freedom against Godless and material dictation and the dominion of the few over the many.

"Although thousands of years old, this struggle now threatens the destruction of much of the material world. . . .

"Few in the United States are willing to be called Communists, but millions have voted and are willing to vote for practices which are basically socialism; government ownership and control. To save ourselves from the inflation which such practices have brought on, we shall undoubtedly be forced to set up an economy which, if we are not careful, might commit us irrevocably to a socialistic state from which there can be no retreat. . . .

"It would be of little avail to make these statements in any group merely to obtain agreement, unless there were some action which could be taken. I believe there is action which can and should be taken by those in this room. The object of this panel is to help in this endeavor. The material manifestation of this action should be increased productivity, increased production per man hour.

"The spiritual and fundamental foundation for this manifestation is an industry comprised of men in all ranks who are convinced that privately owned business is infinitely more to be desired than state ownership—men who are united in the common purpose of service. . . .

"Just as it is clear that America has the job of saving the world from subjection or annihilation, so it is clear business management which should take the initiative in saving the principles on which this country was built by sharing its problems, its information and the fruits of its progress with its partners on the payroll. . . .

"It is important that management should provide for their fellow employees on the production line the very best of engineering facilities, the best plant layout and working conditions, the best practical equipment, the best methods, the best flow of work and the best quality inspection.

"Management should go further. It should satisfy the intelligent desires of employees by providing them in so far as is practicable with information as to the business and its economy. Recognizing that it is natural and normal for Americans to have a clear cut goal to work toward, it should also engineer the proper task for every member of the organization. It should assume the responsibility for maintaining such conditions that these tasks may be accomplished and work out a generous reward for their performance.

"From my experience with hundreds of management and labor groups, I believe it is conservative to say that there is an average immediate potential increase in productivity of at least 35% waiting to spring forth. What holds it back? False traditional beliefs emphasizing the differences between management and labor. In the days ahead management should break the opinionated traditions and orthodoxy.

"Too long, management has merely been on the defensive against organized labor. Too little, it has engaged in constructive efforts to determine the most orderly and logical ways for individual

employees to share in the fruits of progress, to promptly participate in the savings which accrue from improvements in the methods of manufacture.

"This can be done and as you now listen to our panel speak to you concerning methods, machines, training and management, I hope you will be thinking how these practices may best work out for all individuals from the president to the sweeper."

### Better Methods and Machines



"Meeting the Production Challenge of the Fifties Through Better Methods and Machines" was discussed by H. E. Blank, Jr., Editor of Modern Industry. Leading excerpts from his remarks follow:

"Every company operation is a lush target for this question, 'Why.' And it's hard to think of any operation where the essential action of methods improvement—simplify, combine, and eliminate—couldn't be applied with profit. Productivity must be upped not just in the production area. It must be upped in sales, purchasing, research, engineering, and design—in people, machines, and dollars.

"It becomes more and more essential to think of improvement not only in how a human can do a job better, easier, and at lower cost, but also to consider whether a single machine or many machines, can provide an even better easier, and lower cost answer.

"For instance, at Oldsmobile only one operator is needed to watch over an 86-foot long machine that mills, broaches, and drills the block for Oldsmobile's V-type engine. Eighteen blocks progress simultaneously through this machine and an electrical control system signals the one operator instantly of any faulty machine operation.

"On other transfer-type machines in this plant you find 90 cutting tools operating at one time at 17 different stations. Each one of these units requires but one operator.

"Not only machining but inspection becomes more highly mechanized—for instance, an automatic unit that inspects 500 pistons per hour.

"For any company to get such fea-

tures in the automatic equipment it buys—the industrial engineers counsel can prove extremely important. He'll put special emphasis on such vital elements of automatic machinery (considered from the human standpoint) as safety devices, built-in materials handling equipment, location of controls to reduce operator waste motion and fatigue, grouping of machine components for operator visibility, and automatic lubrication systems that make the element of maintenance as foolproof as possible.

"The immense power of changes in methods of production alone is seen, for one thing, in the recent report of the Research and Policy Committee of the Committee for Economic Development on the subject of 'How to Raise Real Wages.' It points out that—in terms of 1949 prices—output per worker per manhour has gone up from about 51 cents in 1900 to about \$1.83 in 1949. The advance is attributed largely to improvements in methods of production. Yet the advance in productivity—of output per manhour—is only 2½ per cent a year. The report adds: 'If real wages are to rise as fast as they have in the past, and to double in the next 30 years, output per manhour will have to continue to rise at the rate of about 2½ per cent per year, on the average. The large increase in production necessary to make possible a substantial rise in real wages will have to be brought about in the main by the use of (and in the light of our topic this afternoon, please note what comes first of four things listed): (1) better methods, (2) more capital, (3) better training of workers, and (4) better management.' To these four basic a fifth is added by the CED report, namely, more interested workers.

"Never before has it been more important for management to stimulate among all employees—across the board of all functions of a company—a methods-improvement awareness and the driving urge to translate that awareness into constructive action. All industry—every plant—now faces up to a terrific job of delivering the goods to two markets: civilian and military.

"The military market is rapidly developing a gargantuan appetite. And the civilian market is a far more demanding giant than it was only a few years ago. Its suppliers—despite a half-war—must compete vigorously to serve well and with profit.

"In this uncertain atmosphere of Warm War and Hot Competition, a sure thing is that there must be further



emphasis on methods improvements. For such stress can bring answers to:

"1. Higher-than-ever costs—for labor, materials, equipment, buildings, distribution, etc.

"2. Materials shortages compelling shifts in product specifications and designs with consequent changes in methods of fabrication, assembly, and packaging.

"3. Personnel changes—brought by the draft and reserve calls—that demand method improvements to use the skilled more effectively, enable the new green hands (and many will be women) to be as productive as possible.

"4. New military products and components injected into the line of items manufactured that require setting up brand new methods—which, if properly tackled, will be 'improved methods' at the start. . . .

"Now, where are the better methods to solve these problems going to be found? Actually the sources are the same today as they've always been. But these times make it imperative that all sources be explored and exploited with unprecedented intensity.

"The specialist in methods improvement—namely the industrial engineer—must continue to take the lead in developing better ways to do things. In addition to his trained approaches to methods improvement many new ideas and opportunities can be sought out and obtained from others. They can come in much larger measure from every employee—through suggestion systems. Plant progress must develop in all employees an attitude of willingness—yes, even eagerness—to probe the methods of every job they and their associates perform with the searching and often illuminating one-word question 'Why?' With that questioning attitude firmly implanted in the minds of men and women serving any company—whatever their capacities—the flow of constructive suggestions for ideas that improve methods is bound to increase.

"Outside the plant—in the plants of suppliers and customers—many firms have a tremendous and virtually untapped source of ideas from which many opportunities and much added knowhow for making improved methods can be drawn. . . .

"It's to industry's and the nation's advantage to support with dollars and executive time the efforts of colleges and universities to undertake methods training on a wider and more intensive basis. Some of the schools giving especially outstanding attention to such study—aided by expanding and mod-

ernized physical facilities—are New York University, the University of Pennsylvania, Purdue, Michigan State, Stanford, Boston College, etc. . . .

"No stone can be left unturned in the searching out of better methods. But to implement that search—to make it a continuing, vigorous activity—requires above all the one thing we mentioned earlier; top management support. Such support, however, must be implemented—not just by heads bobbing up and down in agreement but by organization that stimulates and produces action. . . .

"Behind an atmosphere of teamwork in one company I discovered in the company president an individual who used two devices that are universal in their possibilities for application:

"1. Once weekly he meets for three hours with his key men. All of them—representing production, product development, sales, advertising and promotion, and finance—were present—no matter what company problems and plans were to be discussed.

"2. These individuals split among themselves a percentage of the company's gross which, on top of decent salaries, provides excellent incentive to work together in finding better ways to do things and boost the firm's profits.

"This company makes its share of mistakes. Its people sometimes fumble. Many of its methods and machines could be vastly improved. The same things are true of most companies. But it has one tremendous advantage. The sign up in front of this plant does not simply say 'Men Working.' It says: 'Men working—together.'

"That, gentlemen, may sound like an unscientific approach to better methods—and thereby higher productivity. But it's the common sense approach and, I think, the basic truth from which all progress that methods improvement and modern machines can achieve must stem."

### Better Supervisory Training



The second topic, "Meeting the Production Challenge of the Fifties Through Better Supervisory Training" was dramatically demonstrated by a skit

done by Mr. and Mrs. Clifton L. Cox. Mr. Cox is owner of Clifton L. Cox and Company of Newark, New Jersey. The "skit" was in the form of a dialogue, with a heavy sprinkling of humor, between Mr. Cox acting the part of supervisor and his wife in the role of a worker. This dialogue effectively demonstrated the wrong ways for foremen and supervisors to handle a number of situations which constantly recur in every plant. Since the script used in the "skit" is copyrighted, it cannot be reproduced here. However, charts shown by Mr. Cox outlined 16 key management responsibilities as follows:

## PERSONNEL RELATIONS

### Personnel Policies

Developing and installing the necessary policies and rules.

Interpreting, explaining and enforcing policies and rules fairly and consistently.

### Human Relations

Building and maintaining improved human relations.

Handling, solving and acting on human relations problems,—correctly and promptly.

### Personnel Safety

Preventing accidents. Spotting possible causes or hazards and correcting them.

Furnishing proper protection and enforcing safe practices.

### Labor Relations

Working with the existing labor laws and regulations.

Understanding, interpreting and applying all the terms of your Union contract.

## PERSONNEL DEVELOPMENT

### Personnel Training

Forecasting requirements, selecting and inducting, additional employees.

Instructing learners and upgrading experienced people.

### Developing Assistants

Selecting, training and coaching experienced employees, as your future assistants.

Assigning responsibilities and delegating authority.

### Personnel Rating

Describing, classifying and evaluating types of work.

Rating performance, reviewing ratings with workers and suggesting ways to improve.

## Developing Leadership

Strengthening your personal leadership ability.

Increasing your ability to sell ideas and your ability to lead conferences.

## PRODUCTION METHODS

### Production Knowledge

Increasing technical knowledge on products, processes, equipment and materials.

Improving related knowledge on skills, or sciences.

### Methods Improvement

Analyzing and questioning present methods,—developing and using better methods.

Encouraging, getting and handling, employee suggestions.

### Production Maintenance

Reducing breakdowns or damage of equipment and major building repairs.

Planning and scheduling of preventative maintenance.

### Layout and Handling Methods

Improving the layout of areas for better flow of material and better use of space.

Developing easier material handling means or methods.

## PRODUCTION CONTROLS

### Production Planning

Planning, scheduling, routing, expediting production orders. Scheduling your own time.

Reporting progress of work and controlling inventories.

### Quality Control

Building quality standards, specifying methods and providing adequate controls.

Preventing losses resulting from rejects, scrap and waste.

### Production Costs

Controlling and improving direct labor and materials costs on operations and products.

Using time-study and incentives to control and reduce costs.

### Budget Control

Developing and establishing variable budget controls for operating expenses.

Reducing indirect costs and overhead or burden expense.

### Top Management's Job

Excerpts from the topic, "Top Management's Job in Meeting the Production Challenge of the Fifties" by Erwin



H. Schell, Professor in Charge of the Department of Business and Engineering Administration, Massachusetts Institute of Technology, follow:

"Men at the top of industry today are thinking about their current and future problems with greater intensity than I have ever before witnessed. More than this, they are often floundering heavily as they face situations that are in many respects unique and without precedent. The pressing question is:

"How may we think practically and effectively?"

"It is especially hazardous these days to play upon a bombastic string; to take a verbal shot at Joe or Harry or someone; or to 'view with alarm.' Such initial attitudes serve only to distort the emotional background essential to straight thinking.

"Our task is first to lay down those basic assumptions which seem most likely to prove realities; second, to discover the problems inherent in these assumptions; and third, to design an approach to their solution which will result in a practical policy for future action.

### Assumption

"The basic assumption upon which my thesis rests is that the United States, together with the other free nations, faces a long period of difficult international readjustment involving deep-set antagonisms. The exact nature of these readjustments is far from clear. The element in the assumption that appears most certain is that a long period of time must be incorporated in any policy of action. The issue is in no sense new. In the August issue of the Management News of the American Management Association, the President, Laurence A. Apply quotes Alexis de Tocqueville who in 1834 wrote:

"Today there are two great peoples who starting from different points, seem to approach the same destiny; they are the Russian and the Americans. Both of them have grown in obscurity, and, while men were looking the other way, they have suddenly reached the first rank of nations. . . .

"All other peoples seem to have nearly reached the limits of their po-

tentialities. . . . But these two peoples are growing. These alone follow a course whose limit the eye cannot yet detect.

"The American battles the obstacles of nature; the Russian, those of man. The former combats the wilderness and savagery; the latter, civilization with all its weapons. American conquests are won with the laborer's ploughshare; Russia triumphs with the soldier's sword. To attain its ends, the American relies upon personal interest and allows free scope to the unguided energy and common sense of individuals. The Russian somehow concentrates the power of society in one man. The method of the former is freedom; the latter, servitude.

"Their starting point is different, their ways are diverse, and yet each of them seems called upon by the secret design of Providence to control, some day, the destinies of half the world."

### Difficulty

"Prime difficulties inherent in this assumption are at least three in number:

"First, the primary activity of the United States and of the other free nations in world strategy must be that of the exercise of police power, which means the inevitable acceptance of the defensive position;

"Second, the unavoidable presence of time-taking elements in the operation of the democratic process makes for delay;

"Third, the aggressive tactics currently employed by our adversaries are designed to capitalize most advantageously upon the two factors just outlined.

### Approach

"My approach is essentially simple. It turns upon a saying by an unknown philosopher that: 'Freedom is based upon knowledge of necessity.'

"Here 'necessity' refers to the limitations resulting from the circumstances which surround us. If we can recognize these necessities; define them clearly; and act in the light of them, we will be granted that exercise of choice within their boundaries which we speak of as freedom.

### Necessity

"May I suggest (a) twelve necessities which seem to me to be inherent in our long-term relationship to the international situation; (b) a brief justification of each, and (c) a recommendation as to the kind of action which



may properly follow upon their acceptance as issues calling for immediate attention.

"1. *Previous errors made in similar situations must not be repeated.* Reason: We haven't the time necessary to make and to correct old mistakes as well as new. . . .

"Recommendation. — Every company may well consider the appointment of one official to the task of Advisor upon current and proposed policies in the light of his earlier first-hand experience in similar situations, either in World War I or II.

"2. *Differences in past, present and future situations must be sharply defined.* Reason: One of the traps our enemy has laid for us is the easy assumption that the present conflict will be like the last.

"A single illustration here will suffice. In previous wars, the battle was first for possession of the physical resources of the antagonist. Communism reverses this order and aims first to capture the mind; then the spirit; and then the body.

"Recommendation. — Every company may well consider the precise differences in present and future demands upon its resources from those of earlier periods. Many such differences will reveal wide variations from the past. One such is outlined in the next paragraph.

"3. *The domestic economy must be maintained and advanced simultaneously with the provision of adequate defense measures.* Reason: This is a long-term business. Unless we and other free nations continue to grow and flourish during this period of world readjustment, we shall ultimately lose our preeminence. We must learn to take these new responsibilities in stride.

"I was recently told of a concern which has taken a large defense contract and thereupon called in its salesmen of its product lines. This is unwitting treason. If hoarding, shortages, and lessening of active company-customer relations are permitted to develop, we have lost the war at its inception.

"Recommendation. — Every company may well appoint a Conference Committee to consider at length just how it can meet governmental defense demands and continue to conserve, develop and enhance its customer service.

"4. *Facts concerning Communistic objectives, organization, and techniques must be obtained, distributed, and discussed.* Reason: If we do not understand how our adversaries aim to conquer us, how can we expect to win?

"Recommendation. — Every company may well consider the appointment of a committee or of an individual to the responsibility above outlined. Furthermore, the business of obtaining, distributing, and discussing new information is a continuing activity where vigilance is the price of safety.

"5. *Facts concerning employee opinion must be obtained.* Reason: We can no longer rely on unprecise estimates of what our employees are thinking.

"Techniques for the scientific collection and interpretation of employee opinion are now well established. But executive guess-work or the application of generalities in these areas cannot be depended upon. It has now been definitely established that employee opinion may vary widely in different plants within the same company and that such opinion is frequently illogical and quite resistant to forecast on the basis of general theory or knowledge of human nature.

"Recommendation. — Every company may well consider a thoroughgoing survey of employee opinion, making use of methods and professional personnel now equipped to undertake such work.

"6. *Morale as a long-term resource must be studied and methods of maintenance established.* Reason: At best, we face a long period of smoldering hostility. Such a situation calls for victory through perseverance of spirit as much as through action. It is clearly essential that the maintenance of morale on a long-term basis be viewed as a prime objective.

"Recommendation. — Every company may well consider ways and means by which a clearer understanding of the prerequisites and requisites of long-term morale may be achieved. Here we may learn from the techniques of our military leaders.

"7. *Attitudes toward international difficulties must be formulated into rational, constructive patterns.* Reason: Unless such attitudes are encouraged and assured, we shall soon run out of the temporary stimulus of patriotic enthusiasm. No people can remain emotionally excited for a ten- or fifteen-year period.

"Recommendation. — Every company may well weigh the point of view which its administration should reflect in this important area inasmuch as the temper of mind and expression of top management will reverberate throughout the organization.

"8. *The good will and active support of private enterprise by the public must be increasingly safeguarded.* Reason: If the result of the extended maintenance of defense measures is to destroy private enterprise, then we have lost the war even though not a shot is fired. . . .

"Recommendation. — Industrial efforts to maintain the good will and support of the public should now be redoubled.

"9. *The competitive atmosphere of domestic business must be maintained.* Reason: Hard, keen competition provides the life-blood of private enterprise. . . .

"Recommendation. — Every company may well consider ways and means whereby the spirit of hard competition may be kept alive within the organization and within the trade irrespective of the length and nature of the international readjustment.

"10. *A cooperative relationship with Washington and the U. N. must be established and safeguarded.* Reason: The importance of harmonious relationships here goes without saying. More particularly, the active representation of industry by its most outstanding leaders, at the council tables of government during this early stage of planning and organization is of greatest importance.

"Recommendation. — Every company may well consider the appointment of a representative whose task it will be to point out ways in which the company may earn the continuing and growing good will of government, both national and international.

"11. *A technique for dealing effectively with basic uncertainties must be developed.* Reason: As long as free countries continue to shoulder the responsibility of police power, their policies must remain defensive in character,—a position involving many uncertainties.

"Uncertainty is not new in human affairs. Since the beginning of time, men have faced its presence and encompassed the difficulties which it has brought. The technique is simple:

"First, acknowledge its presence. Second, determine its scope and the extremes of its possible influence. Third, design a program with a flexibility which encloses these possibilities.

"Thus, uncertainty becomes assimilated and the hazards of fear and of surprise are removed.

"Such a technique makes use of strategic rather than structural methods.

The program is no longer a schedule but a campaign; the planning is more than a technique of analysis—it is a technique of tactics.

*"Recommendation.* — Every company may well consider the establishment of a Board of Strategy whose duty it is to examine into the breadth of uncertainties confronting the enterprise and to

follow the above procedure in establishing tactical alternatives.

*"12. Codes of ethics and standards of industrial conduct must not be allowed to fall to the level of our adversaries.* Reason: To allow our techniques to descend to those employed by our enemies is to lose the war. The reason is clear. We are not adept at deception,

planned misstatement or intrigue. We must fight with other weapons if we are to win.

*"Recommendation.* — Every industry through its trade association may well consider this responsibility in terms of its vital influence upon the continuing effectiveness and solidarity of our industrial structure."

## Blueprint for Mobilizing Our Leadership

Excerpts from an Address by MURRAY SHIELDS, Vice President and Economist, Bank of the Manhattan Company, at the Luncheon Session

RECENT events leave no room for doubt in anyone's mind that the world is now confronted with a crisis of unparalleled magnitude.

Is it not imperative, therefore, that we muster into the decision-making group at the helm of our Government a number of our really great men—those of unquestioned distinction, of demonstrated competence and of long experience in the larger affairs of the Nation's life?

There are several reasons why mobilization of our leadership is essential.

1. We must mobilize our resources of leadership if we are to win the "all out" ideological war which Communism is waging against us, for while our strength-potential for ideological conflict is impressive, it has not yet been made effective.

There is strength in the fact that our economic system provides a far higher standard of living for our people than any Communistic nation ever dared to hope for, that our way of life is one of rewards rather than penalties, of freedom rather than fear, of peace rather than war and of human dignity rather than submersion in a soulless state, and that our political system guarantees more freedom than any other ever devised. We have a solid record of sharing our resources, techniques and possessions with other nations, whereas the reverse is true of Communism. Our renouncement on two occasions of the territorial fruits of victory, our action with respect to Philippine independence and our traditional attitude toward



MURRAY SHIELDS

Colonialism make a mockery of the charge that we have imperialistic designs on anybody, anywhere, at any time. There is not an ounce of warmongering in our makeup, in our history or in our policies. The whole world knows that our position is right and that our record is clear.

The foundations on which the Communist ideological position rests are weak rather than strong and it is not true, as some have contended, that they have made all of the successes and we all of the failures. After World War II was finally won, the Communists were offered an opportunity to participate in world organizations such as the UN, the International Bank and the International Fund which could, with the Kremlin's cooperation have set the stage for peace and prosperity. But the Communists have sabotaged these or-

ganizations at every turn. Furthermore, we were prepared to offer vast financial assistance to all of the less developed nations, including those with Communist governments, in order to accelerate the economic development on which their and our progress and prosperity rest. But the Kremlin elected a course which not only prevented its people from having the aid which they so desperately needed after a devastating war, but also bled their standard of living white to build a colossal military machine. . . .

The ideological war in which we are engaged is a bitter one in which, despite the fundamental weaknesses of their position, the Communists have, thus far, retained the initiative. We will need to have full mobilization of our resources of leadership, statesmanship and salesmanship if we are to win it but our potential is such that with such mobilization there would be no reason to question the outcome.

2. There is also every reason for confidence that we possess a military potential which, if carefully mobilized, will permit us to win any military conflict which is waged against us. We may not win all of the battles but with proper leadership we shall win the last one for our potential is tremendous. . . .

Another fact of impressive significance is that this country's military potential is more readily mobilizable than was the case at the start of World War II. Our stockpile of weapons is substantial. We have the world's largest navy in mothballs, huge supplies of

munitions inherited from World War II, a vast number of air, naval and army bases which can quickly be reactivated or rehabilitated, a colossal merchant fleet in reserve, and a not inconsequential stock of some of the new weapons developed late in World War II or since then. Furthermore, many of the arsenals which, during World War II, turned out a flood of war materiel could readily be put into production so that our expenditures for new productive capacity could be concentrated in the new electronic and anti-submarine devices and the new types of combat weapons without undue strain on the rest of our economy.

Our industrial capacity is substantially larger, more efficient, more widely dispersed and more easily convertible to military production than was the case at the beginning of World War II. U. S. industry has invested in expanded and improved plant and equipment over \$100 billions in the past decade—much of it to make effective the great technological advances of recent years. And it is clear that with an increase in hours of work per week, a little more effort to increase production per man hour and the introduction into the labor force of some of the people in retirement, in the higher grades of our schools and in the home, our national output can be lifted to a level materially above the high point reached in World War II. . . .

That we have the resource potential there is no reason to doubt, but it is undeniably true that at present the armed power of the Communist bloc is more fully mobilized than is ours. We face, therefore, the imperative need for a major effort to obtain quickly a more even balance of military power and in that task we shall need the guidance of our most qualified citizens. With an Emergency Council, we should soon be able to present to the world convincing evidence that while we do not want war, the outcome, if we are forced into so bloody, heart rending and horrible a course, is a foregone conclusion. . . .

This inventory of our potential strength provides impressive evidence that if, through such an Emergency Council as has been suggested, we fully mobilize the resources of leadership with which we are blessed, there is good reason to believe that the risk of World War III will be reduced and that the prospect that we shall win the ideological war in which we are engaged or any global military war which is forced upon us will be increased immeasurably.



E. B. HASKELL of the United Illuminating Company, New Haven, introduces the Productive Power Show, points out that there is an abundance of electric power available in New England.

## PRODUCTIVE POWER SHOW

ONE of the highlights of the Annual Meeting of the Association in New Haven was the presentation of a Productive Power Show before an audience of more than 500 manufacturers as the final feature of the afternoon session.

The Productive Power Show was a dramatic presentation prepared by the Westinghouse Electric Company, designed to demonstrate to manufacturers how to produce better, faster, and cheaper with modern production methods brought about through the use of electric power.

Plant improvements, improved plant processes, and methods of joining materials, which are fundamental problems in any manufacturing plant, were graphically demonstrated by three Westinghouse Engineers who are accompanying the Show on its current tour of 125 cities throughout the country.

The Show opened with an effective demonstration of the importance of proper wire size and circuit protection. Loss of productivity due to inadequate wiring was displayed on lighting, heating, and motor loads. Poor lighting facilities were contrasted with a modern lighting system to show how proper illumination helps increase production and cut accident rates.

The amazing action of an electrostatic air cleaner was demonstrated, showing that dirt particles as small as 1/250,000 of an inch can easily be re-

moved from the air. Infra-red radiation proved its superiority over conventional methods as a paint dryer in a speed test conducted by one of the engineers. Infra-red lamps dried the paint in less than five minutes while air drying and convection drying had barely begun.

The demonstration of the electric resistance welder was effective in showing that 600 separate spot welds per minute or more could easily be obtained. Another particularly fascinating demonstration was that of so-called Dielectric Heating, in which high frequency electric energy is used to dry glue in wood bonding. It was shown after only 30 seconds in the dielectric field, the bonded joint became stronger than the wood itself.

Two motion pictures illustrated the use of electric furnaces for brazing operations and radio frequency induction heating in production lines of actual plants.

**Editor's Note.** In addition to the presentation at the Annual Meeting the Productive Power Show was given before 200 industrialists at Bridgeport on September 25 under the sponsorship of the United Illuminating Company. It was also presented to an audience of 430 persons in Hartford on September 27, under the joint sponsorship of The Hartford Electric Light Company, The Connecticut Light & Power Company, and The Connecticut Power Company.



IN THE BACKGROUND is shown the head table at the dinner session. Representatives of some of the 100 year companies present are shown seated at special tables.

## ADDRESS OF WELCOME

By His Excellency, CHESTER BOWLES, *Governor of Connecticut*, at the Evening Session

I AM very happy to be with you again at your annual meeting. When I spoke to you last year at this time, our state was just beginning to recover from a serious business recession. The bad times of late 1948 and early 1949 were very disturbing to most of us. As a result, we had begun to give more careful and realistic thought to the problems which our economy here in Connecticut and in all New England was facing. . . .

Today, we meet in a much different and a much grimmer atmosphere. American troops are once again on the battlefield. We are committed in our fight for peace and freedom to maintaining a far larger army than we have ever had in the past except in time of all out war.

American businessmen, American manufacturers are critical men in this critical time. As in the past, they will have the responsibility of seeing that our fighting men are supplied and equipped with the most powerful and effective weapons in the world. They will have to do a large share of this job for our allies as well. This is a responsibility we gladly assume. It is, compared to the sacrifices of our soldiers, sailors and fliers, a cheap price to pay for freedom. . . .

I pledge that we will continue to work with all our strength for a nearby,

cheaper source of steel here in New London, Connecticut. As you know, very great progress has been made over the past year. Even now, a final economic and engineering survey of the New London area is being completed. By mid-fall the report of this study, undertaken by the New England Steel Development Corporation at my request, and financed by the state, should be available. In view of the international crisis, we have stepped up our timetable on the steel mill, and we will continue to push it forward just as rapidly as possible.

In natural gas, too, much progress has been made. The long hearings before the Federal Power Commission have been completed. Briefs have been filed, among them one setting out the interest of our state in this project. We can expect a decision within the next several weeks. I am confident that a license will be granted to bring us natural gas. This too will mean more production at lower cost, particularly in the metal-working industries.

We shall continue our efforts to make capital readily available so that managerial talent and productive facilities will be fully utilized. We shall be prepared to gear Connecticut industry smoothly into federal allocation and priorities programs and other economic mobilization activities. We shall be

prepared to extend technical advice on production and management problems of conversion to our small businessmen.

I have asked the present session of the General Assembly to authorize the establishment of a small coordinating unit in our state government to work closely with businessmen and manufacturers in meeting these and other problems involved in the new defense effort. Let me make it clear, right now, that this unit will be headed by a man who understands businessmen's problems and talks their language. I am glad to say that the legislature approached this problem in the non-partisan spirit which it deserves. I am confident that the Assembly will grant this request.

These are the things the state can do to assist you in your job. Let me assure you that as long as I have anything to say about it, they will be done. But your state government can do no more, in the long run, than help to remove some stumbling blocks, help free your hands. The really creative job is yours. The hope of the free world is in America's plants and factories and foundries. It is you who must create the strength—in weapons, surely, but in the goods of ordinary life as well—on which we rely to secure the peace.

That is a heavy responsibility. I know you will not fail.



# The Human Factor— Key to Business Success

An address by **WILLIAM A. PURTELL**, *President, The Manufacturers' Association of Connecticut, Inc.*,  
at the Evening Session

**T**HE subject of my brief talk this evening is "The Human Factor—Key to Business Success." I have neither the time nor the inclination to review the industrial history of the world or even of Connecticut. You are aware of the progress that has been made. I do not accept the theory that our advancement is attributable to working harder than other nations; our short working hours disprove that. Nor do I believe it is attributable to greater natural resources; many former civilizations trod for centuries over resources as rich as ours and did nothing about them. The real answer to our progress appears to be that we have been able to pool our energies and talents to a greater extent than any other people.

The founders of our nation started an experiment in human liberty by setting up institutions which reflected their belief that men had their origin and destiny in God; that they were endowed by Him with inalienable rights and had duties prescribed by moral law. These founders who set up our form of government believed that human insti-

tutions ought primarily to help men develop their God-given possibilities. By following the vision of our founders, governmental shackles which had throttled the human spirit, imagination and initiative for centuries were thrown off. In this atmosphere of freedom there was developed, in a period of 163 years, a spiritual, intellectual and economic freedom the like of which was never known before in the history of mankind. . . .

It was in this atmosphere of freedom that Eli Whitney, gun maker of Hamden, and Eli Terry, clock maker of Plymouth, first introduced successfully the interchangeable parts method of manufacture to guns and clocks, after the use of such methods had been stymied by governmental authorities in other countries.

Eli Whitney's interchangeable parts technique, introduced at a time when the machine tool industry was nonexistent, required the design and construction of many special tools, jigs, dies and fixtures before work could be started on the 10,000 muskets he had



**DEXTER D. COFFIN**, president, C. H. Dexter & Sons, Inc., Windsor Locks, the Association's oldest member company, accepts his company's certificate from President Purtell at the dinner session.



**IN THE PRESIDENT'S ROOM** at Woolsey Hall, Cecil Brown, commentator and lecturer, talks with Rev. Edward E. Holohan, Governor Bowles and William A. Purtell, Association President (extreme right).

agreed to produce for the government by his new mass production technique. He delivered 10,000 of the most perfect muskets that had ever been made to the government in time to help win the war of 1812. His techniques applied to the manufacture of Colt's revolvers greatly expedited the settlement and development of the West. But more importantly, Whitney laid the foundation for the machine tool industry, which made possible the quantity production of complex civilian products such as the bicycle, the typewriter, the sewing machine, the linotype, electric refrigerators, the motor car and countless other complicated civilian products as well as many complex tools of warfare for the defense of our freedoms.

As the nation spread westward, many of the companies that began business in Connecticut found that, because of increased transportation costs and other matters beyond their control, they were no longer able to meet competition from the middle west. But Yankee resourcefulness asserted itself and many of these companies are still in business,



producing an entirely different line of goods.

At this half-way mark in the 20th century, and at a time when there seems to be more interest in the latest political handouts and scandals, baseball scores, race track winners and television programs, than in the performance of industry which makes most of these interests possible, your Association felt that it was time to pay tribute to the accomplishments of those who had shared the responsibilities of conducting Connecticut industries for periods of 50 years or more.

While all companies in the state have made a contribution to the welfare of the people in their respective communities, and to the state, and in many instances have made a real contribution to national and international welfare, those of you sitting before me who represent the industries which have been developing products, employing people, producing and selling tools for use by your fellow men, paying taxes to your local, state and federal government, and otherwise serving your respective communities and the state of Connecticut for periods of more than 50 years, should feel proud of the accomplishments of your companies. I know I am proud to have the opportunity of saying a hearty "well done" to each of you.

Time will not permit me to do justice to the real worth of the deeds of the founders, managers, inventors, production men, salesmen, accountants and others—workers all—who, through their vision and efforts, have managed to avert disaster for periods of 50, 75, 100 years and more, when the majority of companies fail during their first ten years. Together the companies we are honoring tonight employ approximately 202,000 people, or 56% of the present industrial employment of Connecticut and 27% of the total non-agricultural employment in the state. Their contributions toward the support of the welfare, educational and other public services rendered by their respective communities, the state and federal governments and to the insurance and retirement accounts of their employees are great.

These are the people who have contributed much toward giving Americans nine times more material blessings on the average than other peoples of the world, and in addition have lightened the burdens and improved the lot of hundreds of millions in other coun-

*(Continued on page 43)*



REPRESENTING THREE OF THE OLDEST COMPANIES in the 100 year group following presentation of the certificates by President Purtell. (Left to right) James A. Gould, president, Pratt, Read & Co., Inc., Ivoryton; J. A. Roberts, president, The Smith-Worthington Saddlery Co., Hartford; and A. C. Curtiss, vice president, Scovill Manufacturing Co., Waterbury.



REPRESENTING THE 75 YEAR GROUP, Richard L. Wilcox, president, The Waterbury Farrel Foundry & Machine Co., Waterbury; Stephen J. Ludwin, superintendent, The E. Horton & Son Co., Windsor Locks; G. Douglas Wiepert, president, The Merriam Manufacturing Co., Durham.



FOR THE 50 YEAR GROUP, R. D. Ely, vice president, Chase Brass & Copper Co., Inc., Waterbury; Samuel G. Payne, secretary, The Warner Bros. Co., Bridgeport, and D. C. Smyth, treasurer, The Henry G. Thompson & Son Co., New Haven, receive certificates.

# Crossfire in Asia\*

Excerpts from an Address Delivered at the Evening Session by CECIL BROWN,  
*Radio Commentator and Lecturer*

**EDITOR'S NOTE:** To readers who feel the need of a lift out of the doldrums after reading Mr. Brown's evaluation of our dilemma, we suggest you read something about our nation's strength as outlined in Mr. Shields' address on page 19 at the luncheon session.

**I**T is almost unbelievable that we should be gathered here tonight—five years after the end of a catastrophic war—only now to face the threat of another, far more catastrophic war.

That threat is grave and acute. It can be all-out, total, no-holds-barred fighting. Or, it can be a series of Koreas, a Thirty Years war, or a Fifty Years war.

Just five years ago tonight everyone of us wanted to settle down to what we felt we had certainly earned—peace and comfort and reasonable security.

We are now assured and guaranteed the opposite kind of existence.

For peace, as most of us think of the word, is most improbable in the foreseeable future. If it is not Korea, then it will be some other whirlpool that drains our resources and deals out death to young Americans in some almost unknown and horrible spot in which to die.

As for comfort, it is hard to imagine comfort when the sinews of our nation are being hardened by one emergency, one call to duty after another, in order to deal with this mad Twentieth Century.

As for security—what an evanescent word that is!—security is as shaky as anything can be in a world that is prepared to hurl atomic bombs, or even hydrogen bombs.

So, peace—and comfort—and security—so precious to us—are things of our youth—gone.

They have no part in our adult future—but what is infinitely more tragic—they have small part in the hopes of the youth of today. . . .

No one can be an American right now without at once gaining, as a result of Korea, two convictions.

One is a new and pulsating pride and confidence in the future of our nation.

We showed a remarkable example of

our growing maturity—with our mental readiness to meet the challenge of aggression. It was a history breaking recognition of the face and menace of the enemy and what we had to do about it.

The second conviction is the opposite side of the same coin—for Korea showed that Soviet Russia is now on the physical march of World War Three and that we are terribly unprepared to meet it.

There's nothing very remarkable about that outgrowth of World War Two, because it is customary for us to make victory the aim in war instead of making our aim, peace after victory. . . .

Western Europe has made remarkable strides in recovery in these past five years.

And for that, I think every American has a right to take great pride in the Marshall plan—without which, much of Europe today would be behind the iron curtain.

And now, while Europe struggles to walk after being beaten to her knees in World War Two, she must prepare for war—and we have a right to add—do far more than she is doing.

Europe, unhappily, must bear plowshares into guns—when she needs plows.

We, in this country, can produce both guns and butter.

For Europe, it is not so simple. And the less butter those countries produce—that is the less economic recovery and the social reform those nations create for their citizens—the less the will of the people of Europe to resist aggression.

We know that we have everything to fight for. Millions of people in Europe and Asia don't share our confidence—they feel too miserable, hopeless and cynical.

American foreign policy is made up of many spices—but, contrary to many impressions, it is not a witches' brew. American foreign policy is pretty much

what the American people have wanted it to be—and that goes for the controversial matter of China, too. . . .

At the center of the crossfire in Europe is—Germany.

At the center of the crossfire in Asia is, at the moment, of course, Korea.

And the essential fact about one is the same as the other.

Russia is determined to have Korea, just as she is determined to have Germany.

We accepted our commitment to the Republic of Korea, and we are now carrying it out.

We cannot avoid the same commitment in Germany.

Those statements are easy to say.

To make good on them is quite another matter.

The dilemma we face is whether we can be invincible, or even merely strong—both in Europe and Asia at one and the same time. . . .

★ ★ ★

As tragic as it is—as great as the odds are against us—we must win in Korea—even if we don't know yet what we intend doing with our victory.

It's evident that Korea is not the end of our troubles. It is the springboard to bigger challenges and monumental decisions.

But Korea already has resolved many uncertain factors.

It converted the cold war into a hot war—thereby demonstrating the beginning of the new kind of war we probably shall be fighting for some time to come—other Koreas popping up here and there.

Korea showed that while Russia made some progress with her program of infiltration and subversion for conquest, she would not hesitate to use physical force.

Korea—and the reaction to it of ourselves and 52 other countries—saved the United Nations.

Korea, and America's reaction to it, brought new heart, new confidence in our ability to act, not only to Americans but to free people everywhere in the world.

But Korea also demonstrated that if

\*No part of this digest of Cecil Brown's address may be reproduced without his permission.

we are going to promise to protect the independence and sovereignty of certain areas of the world, then we must have the military capacity to make good on our promise. . . .

China fell to the communists, not because the Reds were so smart or brave, but mainly because the Chiang Kai-Shek regime failed to win the support of the masses of the Chinese people.

Back there in May, at Taipeh, capital of Formosa, Premier Chen Cheng, a quiet, thoughtful man, said to me:

"We did not have the confidence of the Chinese people. We did not deserve to have it. . . ."

★ ★ ★

A rifle that is fired in Korea is heard in Europe.

For there's no real separation of the crossfire in Asia from the crossfire in Europe.

As yet, Germany is not a Korea—but the set-up is the same—for in Germany, the war with the Soviet Union is the most critical, the most dangerous.

Tonight, we're going into Germany—in a roundabout way—by way of Yugoslavia.

And the story of Yugoslavia better explains what we are doing in Germany. . . .

### Yugoslavia

Yugoslavia is one of those countries—now so numerous—where the laughter of people dies in their throats.

I did not see a SMILE on the face of a single Yugoslav.

Of course, Yugoslavia is one of the best breaks that we had in the former cold war with Soviet Russia.

Tito, by refusing to take orders from Moscow, became a boon to us, and a grave threat to Moscow, for Moscow has to operate on the premise that every Communist everywhere in the world says and acts precisely as ordered by Moscow.

So, through the Export Import Bank, we are extending Yugoslavia credit—we are bolstering Tito's regime.

And we have had rich rewards out of this program of expediency.

But what else have we done?

We have abandoned the moral and ethical principles for which we say we stand.

The more successful we are in our present policy in Yugoslavia, the more successful Tito becomes in imposing his tyranny on sixteen million people.

We are now committed in Tito land to making a communist dictatorship succeed. . . .

★ ★ ★

### Germany

Everywhere in Germany, the highest American officers said to me:

"Why shouldn't the Germans carry guns again? Where are we going to get the manpower to stop the Russians, if not in Germany?"

These American officers said:

"The Germans are good soldiers. They are disciplined. They love to wear uniforms. We need them. Now, Mr. Brown, you've got to be realistic about this."

Let us be realistic indeed. Of course, we need manpower—goodness knows we need it—but there are two great misconceptions about German manpower.

One, is the calm assumption on our part that that German manpower wants to fight at all. And second, the assumption that the manpower would want to fight on our side.

I am all for re-arming Germany—if we can furnish the Germans with guns that are guaranteed to shoot only toward the East—not toward the West. . . .

We could all agree that the Germans would be far better off with us.

But there's a powerful tug eastward for the Germans.

Everywhere I went in Germany I found among the people an arrogant nationalism. Part of that is to restore former frontiers.

The unification of Germany is not going to come about unless Russians give back the eastern territories that were handed to Poland.

And the Russians would hardly permit unification of a Germany that was not tied to Russia.

Then, there's the record of alliances between Russia and Germany.

There's a strong tradition among the German military that German's proper course always should have been military alliances with Russia—never with the west. In the dying days of the Third Reich, German generals bitterly condemned Hitler for ignoring Germany's real interests by attacking Russia.

German industrialists also could turn Germany toward Russia.

The hoggishness of German industrialists could be far better gratified in markets in Russia, and eastern Europe—and now Communist China—this vast area for their steel and finished

goods—than in the far more competitive markets of the West.

So German industry has the incentive to orient its economy toward Russia.

Even now, German industrialists in the Ruhr are subsidizing the Communist party.

Of course, the German masses detest the Russians—they hate and fear the Communists.

We have been far more concerned with getting Germany off the backs of the American taxpayers—making a good showing in the budget—than we have been in reforming the mind of the German.

That's a difficult job, I know, and we are not very effective salesmen of political ideas.

But now, right now, we are at the stage where we want—as our officers say—we need Germany as an ally against Russia.

And at such a critical moment, we have on our hands a German people who are, in the main, anti-democratic.

The tremendous risk is this—a German people who don't have the self-reliance of democratic thinking—who have been unchanged from the days of Bismarck, the Kaiser and Hitler—can be the tools of another demagogue.

The German militarists—and the German industrialists—the same crowd that ran things under Hitler—will hold increasing dominance in Germany.

They—now, and in the future, as in the past—will tell the German people whom to side with.

The German people were anti-communist and anti-Russian in 1939. Overnight, on orders from Hitler, they became the allies of the Russians, and the fanatical enemies of the West.

They can do it again, because the same crowd that feeds on dictatorship, will come more and more to run Germany. . . .

I would like to see Germans in United Nations uniforms—volunteering to fight for decency. I would like to see that unique spectacle.

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The Soviet Union will try to move into any spot where a situation of weakness exists.

It is our job to determine where we can be strong—and there, be strong.

Yes, that calls for titanic military strength—far, far beyond our present strength.

But it calls for more.

It calls for us to shun hysteria—to

(Continued on page 39)

# Military Contract Profit Controls

By WALTER N. MAGUIRE and JOHN N. COLE, *Members of the Stamford Bar*

**S**TATUTORY control of profit from military contracts has become of importance with stepped-up rearmament and increasing industrial mobilization. While until a few weeks ago businessmen in general were not greatly interested in this subject, it now concerns a steadily increasing number because of the current rearmament program. For this reason a discussion of profit limitations is appropriate at this time.

This article discusses both the profit limitation statutes as they are at the time of writing and changes that may result from proposed legislation.

## What are the Profit Limitation Statutes?

Profits from military contracts are controlled by the Vinson-Trammell Act and the renegotiation statutes. The importance of the former has been greatly lessened by a statutory provision making the Vinson-Trammell Act inapplicable to contracts and sub-contracts subject to renegotiation. In view of this contraction of the scope of the Vinson-Trammell Act, a good approach to the subject is to see what comes under renegotiation and then to consider how much of the residue is subject to the Vinson-Trammell Act.

Peacetime renegotiation began with the Renegotiation Act of 1948, which was part of a military appropriation act. The renegotiation provision related originally only to contracts entered into under the authority of that appropriation act. Congress subsequently adopted the practice of making contracts and subcontracts entered into under later military appropriation acts subject to the so-called Renegotiation Act of 1948. This procedure has been confusing in that a number of separate statutes are involved. The matter is simplified by keeping in mind that the key statute is the Renegotiation Act of 1948 and that the others only serve to bring additional contracts within its scope.

## Renegotiation Act of 1948

This Act provides the outline of the general principles of renegotiation and the bulk of the detailed rules must be sought in Regulations issued by the



WALTER N. MAGUIRE



JOHN N. COLE

Military Renegotiation Policy and Review Board. Copies of these regulations together with a list of renegotiable prime contracts (and supplements showing changes and additions) may be obtained from the Superintendent of Documents, Washington 25, D. C., for \$2.50.

The Act provides that all contracts in excess of \$1,000 entered into under the Appropriation Act of which it was a part and all subcontracts in excess of \$1,000 under such contracts, shall contain the so-called "renegotiation article," which is a clause to the effect that the contract or subcontract and subcontracts entered into thereunder are subject to renegotiation. The Act confers the basic authority to renegotiate contracts and sub-contracts required to bear the renegotiation article. Renegotiation is conditioned upon the receipt or accrual of at least \$100,000 from subject contracts or subcontracts in the fiscal year. The Act provides for certain mandatory exemptions from renegotiation but also permits the Secretary of Defense in his discretion to exempt contracts or subcontracts individually or by class.

The only important change in the pattern under the appropriation acts subsequent to the 1948 Act has been the application of renegotiation to negotiated contracts, as distinguished from competitive contracts, since July 1, 1950, the beginning of fiscal year 1950. Some realization of the significance of this distinction may be gained from the fact that 70% of the total dol-

lar volume of all military procurement in 1949 resulted from negotiated contracts.

It can be seen from the above that the coverage of the renegotiation legislation is very broad. Included are all subcontracts (under negotiated prime contracts) in excess of \$1,000 to make or furnish any article or perform any work necessary for the performance of the prime contract. Thus, an order for bearings for a motor for a pump for a plane ordered under a negotiated prime contract would be subject to renegotiation if such order and the higher tier subcontracts are in excess of \$1,000.

Such far-reaching application raises obvious problems as to the identification of subject items and cost allocation. The regulations deal with the latter subject and the required inclusion of the renegotiation article in contracts and subcontracts is aimed at the problem of identification.

While the law requires that a prime contractor and subcontractors notify suppliers of renegotiability by stamping such notice on their orders, such suppliers may not safely rely upon the presence or absence of such notice for the purpose of segregating their renegotiable business. The Regulations state that a contract or subcontract subject to renegotiation remains renegotiable even though the renegotiation article is omitted. One of the questions currently being asked by representatives of the Renegotiation Board in renegotiating 1949 business is whether the particular



seller segregated all renegotiable business or relied upon the presence of the renegotiation article on purchasers' order forms. The lists of renegotiable prime contracts and their numbers, which are available from the Board, as stated above, are intended to make possible the segregation of subject orders.

There remain for consideration the various exemptions from renegotiation. The mandatory exemptions included in the legislation are not of interest to manufacturers in general. They consist of the following:

- (a) Contracts between Governmental agencies;
- (b) Contracts and subcontracts for certain raw materials;
- (c) Contracts and subcontracts for certain agricultural commodities;
- (d) Contracts and subcontracts with certain tax exempt institutions;
- (e) Construction contracts awarded as a result of competitive bidding;
- (f) Subcontracts under exempt contracts and subcontracts.

There were provisions for similar exemptions in the wartime Renegotiation Act of 1944.

Some Connecticut producers may be interested in the raw materials provision which exempts "any contract or subcontract for the product of a mine . . . which has not been processed, refined or treated beyond the first form or state suitable for industrial use . . ." The Regulations define the state at which this exemption terminates as follows:

"In general a product will be considered to be an exempted product until it has arrived at its dispersal point, i.e., the point at which a substantial proportion of the product is used by the ultimate consumer, or by industries other than the industry of origin. The industry of origin includes not only the primary industry of extraction or severance, but also any processing, refining or treatment directly supplementing its extraction or severance or to produce one or more of the chemical elements or compounds present in it in the state in which it may be found in abundance in nature; but excludes other processing, refining or treatment to produce various end products for the ultimate consumer, or a substantial variety of products which vary materially in size, shape or content from the original product."

The most important exemption of general application is the exemption of so-called collateral items, meaning articles used in the processing of an end product or a part going into an end product, but not themselves going into the end product or such part. Such items as machine tools and handling equipment, and parts thereof, were ex-

empted by action of the Military Renegotiation Policy and Review Board.

Since the beginning of peace time renegotiation, industry has been critical of its application to items purchased for stock, known as "shelf goods," on the ground that because of the uniformity of such items, standardized production methods, well established costs and general keen competition, renegotiation is not required to keep profits within a reasonable range and therefore is not needed and that it is in fact a waste of time and money on the part of manufacturers.

The Renegotiation Board in April of this year gave recognition to the special circumstances of stock items, but in such a circumscribed way as to fall far short of what seems to be called for. By amendment to the Regulations the Board exempted "all subcontracts— which are for items customarily purchased for stock in the normal course of the purchaser's business, *except when such items are especially purchased for use in performing a contract or higher tier subcontract subject to the Renegotiation Act of 1948.*" Limiting the scope of this exemption in such manner does not seem to be consistent with the reasons for the exemption of stock items.

### The Vinson-Trammell Act

The Vinson-Trammell Act, which dates back to 1934, applies only to naval vessels, naval aircraft and army aircraft and parts thereof. Only contracts amounting to at least \$10,000 have been subject to this Act. Whereas the extent of profit limitation under renegotiation is an individual matter, the legislation providing a number of considerations which govern the amount of allowable profit, the Vinson-Trammell Act specifies the profit limitations for subject contracts as 12% for aircraft and parts and 10% for naval vessels and parts.

As stated above, the scope of the Vinson-Trammell Act has been narrowed by exempting therefrom contracts and subcontracts subject to renegotiation. However, there has been left, under the Vinson-Trammell Act a residue of military contracts not brought under renegotiation. For example, the Military Appropriations Act of 1950 made only negotiated contracts entered into during fiscal 1950 subject to renegotiation. Some idea of recent methods of purchasing by the services can be gained from the fact that in 1949 the Air Force negotiated 92% of its purchase orders, the Navy 64%, and the Army 54%.

### Relationship of Vinson-Trammell Act Profit Limitation and Renegotiation

The exemption of contracts and subcontracts subject to renegotiation from application of the Vinson-Trammell Act is provided for in the following language:

"Notwithstanding any agreement to the contrary, the profit limitation provisions of the Act of March 27, 1934 (48 Stat. 503, 505, The Vinson-Trammell Act) shall not apply to any contract or subcontract which is subject to the Renegotiation Act of 1948."

The above provision has given rise to several questions of interpretation as to which the authors have sought and received rulings from the Treasury Department, which administers the Vinson-Trammell Act.

One question raised by the provision for Vinson-Trammell Act exemption was whether there was thereby exempted from that Act contracts and subcontracts which were otherwise renegotiable except for the fact that the seller's receipts and accruals from such contracts would not amount to \$100,000 during the year. As pointed out above, a contractor is not subject to renegotiation unless the amount of his renegotiable business amounts to \$100,000 for the particular fiscal year.

The Treasury Department's answer to this question was that contracts and subcontracts, otherwise renegotiable, are exempt from the application of the Vinson-Trammell Act, regardless of whether the seller's receipts and accruals amount to \$100,000.

The consequence of this ruling is that some government contractors may be in the favorable position of being subject to neither the Vinson-Trammell Act or renegotiation, being free of the former because their military contracts are "subject to" renegotiation and being free of actual renegotiation because the total amount of receipts and accruals from renegotiable business during the fiscal year is less than \$100,000.

The Treasury Department was also asked to rule as to the status of contracts and subcontracts which have been exempted from renegotiation by action of the Military Renegotiation Policy and Review Board. The Department has taken the position that contracts or subcontracts which have been so exempted from renegotiation automatically become subject to the profit limitation provisions of the Vinson-Trammell Act.

(Continued on page 40)

# IT'S YOUR FEDERAL GOVERNMENT!

By ROBERT L. JOHNSON, *President, Temple University, and Chairman of the Citizens Committee for the Hoover Report*

## No. 2. Progress and Promise

**W**E have come a long way in the last year on the road to a "better government at a better price."

You and I can be glad today that the bipartisan Hoover Commission's report came out when it did. The report showed us that one dollar in ten of federal funds (and that's \$100 a year for the average family) is lost through duplication, overlapping and waste in the conduct of the government.

It showed us how \$4 billions a year could be saved while actually improving the government's service to the citizen. The first time I heard of some specific instances of this waste I could hardly believe them. But these findings were made by the 300 research experts of the Commission's task forces which had made impartial and unemotional surveys of the different areas of the government. You probably have heard of a number of these extravagances but even if you have they will bear repetition. Some of them resemble the work of children, or of some misguided, practical joker rather than that of responsible government officials. For example:

This is the case of the \$16,000,000 Alaskan army camp. The Army was finished with it, dismantled it, and shipped the lumber, at great expense, to Seattle. It chanced that the Department of the Interior needed lumber for an installation of its own. The Interior Department bought the lumber from the Army, loaded it into ships and finally erected it in a camp ten miles from its original site in Alaska. This seems to me the last word in duplication and waste.

This country produced 85,000 tanks during the last war. At the end of that war the Army statistics showed that 25,000 of these were still on hand. But the Army actually could account for only 16,000, leaving the fate of the other 9,000 a baffling question for the task force.



ROBERT L. JOHNSON

The average cost of a tank is \$250,000.

The confused jumble of agencies called the Department of Agriculture once replied to a farmer who had asked for advice about fertilizer by sending him five different and conflicting pieces of "information" from five of its bureaus.

Most people have heard that the postal card which the Post Office sells and delivers for one cent actually costs the government two and one-half cents, or about \$30,000,000 a year. If these cards were used, as originally intended as "the poor man's letter," it might make sense. But the fact is that 85 per cent of them are used for business purposes.

The Bureau of Indian Affairs has one employee for every 32 of the 400,000 Indians which are its ward, and yet a large part of the Navajo nation, comprising about 55,000 Indians is in such a state of finance that there is widespread malnutrition among them.

I won't oppress you with any more of such examples but there are thousands of them.

Since the Hoover Commission's report was published some 35 per cent of its recommendations have been enacted by Congress. Today, as a result, we have:

1. Greatly improved unification of the armed services.
2. A reorganization of the State Department which clarifies lines of authority and saves money by streamlining its foreign service.
3. A saving of millions annually by the creation of the General Services Administration, which replaces the purchasing activities of four other agencies and unifies purchase, inventory and records management of the government.
4. The Reorganization Act, under which President Truman submitted 34 plans for government reorganization, of which 26 have been accepted by Congress and only eight rejected.

All told at least \$1.25 billions a year has been saved by the legislation already passed. We have now coordinated budgeting which will prevent senseless duplication and, through the unification of the armed forces under the Tydings Act, we are entering this war with teamwork between the three branches of the military which in itself is of tremendous value.

So you see the Hoover Report has already justified itself. Yet we haven't even scratched the surface.

In subsequent articles we will see the possibilities of greater savings and great efficiency in government through the enactment of the other recommendations of the Hoover Commission.

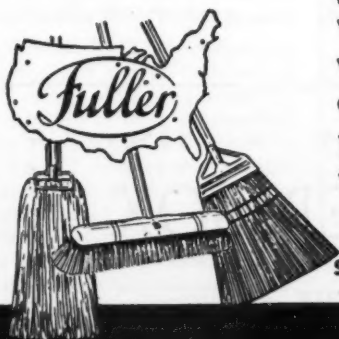


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# NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

**REPRESENTATIVES OF PUBLICATIONS** and newspaper syndicate services that reach millions of readers visited the International Silver Company, Meriden, recently, to view the two new silver patterns just developed by the company.

Thirty-three magazine editors, newspaper and press association feature writers and radio representatives, toured the company's Wallingford plant and were guests at luncheon attended by President E. C. Stevens, Vice President Craig D. Munson, A. L. Zeitung, director of flatware sales, and other company officials.

One of the new patterns, "Blossom Time," is being acclaimed as the first pattern in sterling history to assure a balanced place setting. This is achieved through a shifting of the graceful line that sweeps the full length of the handle. The line, which breaks the surface into contours harmonizing with the form of the Gladiolus, is to the right on the knife and spoon and to the left on the fork. Thus when the place setting is complete there is perfect balance of design.

The other pattern, "Brocade" is described as a "Richly ornamented and ultra-feminine pattern with delicate flowers and graceful unrestrained freedom of its scrolls."

**PLANS FOR THE CONSTRUCTION** of an \$80,000 factory addition have just been announced by The Holo-Krome Screw Corporation, Elmwood.

President William A. Purtell revealed that the addition was not occasioned by the present international situation, but that the firm had been cramped for space for the last two or three years because of normal expansion of production.

The addition, of masonry construction to conform with the present building, will be 160 by 81 feet in dimension.

★ ★ ★

**AN EFFORT TO PROVIDE** more work for the physically handicapped in the Hartford area is being made by the Hartford Committee for the Employment of Physically Handicapped. Factories in the area will be canvassed to secure work which can be done outside of the factories.

The committee is made up of James F. Clancy, Hartford Rehabilitation Workshop; Edward L. Crook, State Employment Service; Miss Jane Sokolov, director of the Rehabilitation Workshop; Vincent P. Hippolitus, Connecticut Committee for Employment of Physically Handicapped; Fred-



THIS MONTH'S cover picture is an autumn hunting scene in Portland, Connecticut, photographed by Josef Scalyea.

erick T. O'Neil, Veterans Employment Service; Edward C. Swift, Bureau of Rehabilitation; H. Kenneth McCollam, State Board of Education of the Blind; Walter W. Theiss, Manchester Branch, State Employment Service; Edward C. Banfield, Hartford Foremen's Club; Walter P. Knauss, Manufacturers' Association of Hartford County; W. Watson Woodford, president, Employment Managers Club of Hartford; William P. Moran, Veterans Administration; Carl E. Lindstrom, managing editor, Hartford Times; J. W. Feldman, Greater Hartford Community Council; and M. Gilbert Hunter, Hartford Council of Churches.

★ ★ ★

**CHARLES V. JAYNE** has been appointed personnel manager of the Hartford Works of Underwood Corporation, according to an announcement by V. P. Schneble, works manager.

Mr. Jayne, who, in his new position, will direct employment and personnel activities, joined Underwood in 1943 as an expeditor in the production of the

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30 caliber M1 Carbine. He has served in various important positions in the company's plant, where electric, standard and portable typewriters are made, and was most recently general employment supervisor.

★ ★ ★

**TO MEET THE URGENT DEMANDS** of the armed forces for Pratt and Whitney Aircraft engines, the company has recently instituted a six-day, 48-hour week, it has been announced by William P. Gwinn, general manager.

More than 60 per cent, or 8,500 of the plant's 15,000 employees, were immediately affected by the change. Mr. Gwinn said that more employees will be employed by the plant gradually to fill out the second shift. An employment peak may be reached within 12 to 18 months with the addition of from 7,000 to 9,000 more workers.

★ ★ ★

**TO MARK A QUARTER CENTURY** association with the Bridgeport Brass Company, Bridgeport, Herman W. Steinkraus, president of the firm, and chairman of the board of directors, was presented with his 25-year pin.

Mr. Steinkraus joined the company in 1925 and served as sales representative in the Cleveland, Ohio area for a year when he was brought to the Bridgeport plant in the capacity of sales manager. Promoted to vice president in charge of sales and to membership on the board of directors, he became the company's general manager in 1941.

In 1942 he became president and four years later was named chairman of the board. He also heads the Exeter division in Exeter, New Hampshire, and the Canadian organization, Noranda Copper and Brass, Ltd.

★ ★ ★

**D. HAYES MURPHY**, president and founder of the Wiremold Company of West Hartford, recently observed his 50th anniversary in the manufacturing field. He was honored on the occasion by the firm's 325 employees at a buffet luncheon at the plant.

Representing all employees, Treasurer Louis S. Zahronsky presented Mr. Murphy with a television set in appreciation for his leadership through a history unmarred by any kind of labor dispute.

Mr. Murphy has been identified with the electrical industry since shortly after his graduation from college, when



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he became secretary-treasurer of the Richmond Electric Wire Conduit Co. of Milwaukee, Wisconsin, later known as the American Interior Conduit Co., original manufacturer of the zinc-coated rigid conduit.

In 1910 he became president of the firm and two years later, after several reorganizations, secured a controlling interest. The development of Wiremold surface metal raceways and fittings, a wiring system for light, power and telephone, was accomplished soon after, and the plant was moved to Hartford in 1919.

The company now manufactures a variety of products including wiring systems, auto cable housing, air duct and defroster hose and multi-outlet assemblies.

Mr. Murphy's progressive labor-management was given wide recognition last year when he was the first management man to receive the McAuliffe Medal for distinguished service in the field of industrial relations.

Prominent in the civic and business life of the community, he is a director of the Greater Hartford Community Chest, Phoenix State Bank and Trust Company and St. Francis Hospital. He is a trustee of the Hartford YMCA and chairman of its industrial committee.



PRESENT AT THE LUNCHEON honoring D. Hayes Murphy, president of The Wiremold Company, Hartford, on his 50th anniversary, were left to right: Gebhart Schack, chairman of the Wiremold Foremen's Club; Edmond G. Goulet, vice president of Local 1040, I.B.E.W.; Louis S. Zahronsky, company treasurer; Mr. Murphy; Charles E. Rutherford, manager of the textiles division, Mrs. D. Hayes Murphy; Walter J. Kenefick, international representative of the I.B.E.W., A.F.ofL.; William D. Ball, company secretary; and Morris Johnson, business manager of Local 1040.

★ ★ ★

**THE ELLMORE SILVER COMPANY**, Meriden, has recently completed negotiations for the purchase of

a five-story, brick building formerly occupied by the General Electric Co., in which will be located several of the concern's subsidiaries.

President I. Albert Lipman revealed that the principal purpose of acquiring the old G. E. plant will be to get ready for defense work, and that after extensive alterations, a force of at least 100 will be hired immediately. The companies to occupy the plant are W. and S. Blackington Company, a Meriden branch of the Amston Silver Company and The Laconia Engineering Company.

★ ★ ★

**AT THE 31ST ANNUAL BANQUET** and employees' recognition program of the Wallace Barnes Get-Together Club held recently at Lake Compounce, President Fuller F. Barnes disclosed to nearly 600 employees that increasing growth of the Associated Spring Corporation has resulted in additional expansion of non-local facilities.

Mr. Barnes told the firm's veteran employees that the largest item on the expansion program is the transfer of the Detroit plant to Plymouth, Michigan where 50 acres have been purchased and where a plant with 150,000 square feet of floor space will be erected. He also revealed that a new plant will be opened in Milwaukee the first of the year in space which will be leased.

Watches to ten 35-year employees were presented at the banquet by Er-

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nest L. Goff, general manager of the Bristol division of the corporation, while Harry C. Barnes, first vice president, presented service pins to 25-year and 15-year employees.

★ ★ ★

WITH THE PUBLICATION of bulletin 215, The Cushman Chuck Company provides descriptive and technical data on the new Cushman Power Wrench and control equipment now available for application to single spindle machine tools.

The maker states that with this type of equipment the advantages of power chuck operation become available to a much wider range of users and at a competitively low investment cost. Design of the units is such that normal tooling is not interfered with and the operator retains full view of his work with all controls in normal position. Simple standard push-button controls control the power wrench, available with either full automatic or manual chuck indexing.

★ ★ ★

THE PRESENTATION of a special 75-year service award was the featured event at a recent outing held by Ensign-Bickford Company, Avon, for its employees. The award, the first 75-year award ever presented by the concern, was presented to Thomas McCollum by J. Kell Brandon, president of the company.

Mr. Brandon also presented a clock-barometer to Leon Edgerton, foreman at the Avon plant, as a 50-year award.

The day's activities included various sports events, dinners, amateur contests and music by the Down Homers. The annual show of the E-B Garden Association was held in conjunction with the outing.

★ ★ ★

**HARTFORD-EMPIRE COMPANY**, Hartford, has recently purchased from Rockwell Manufacturing Company, Pittsburgh, the manufacturing plant and business of Rockwell's V and O Press Division and the business of Rockwell Packaging Machines, Inc., it has been announced.

Both businesses have operated at the V and O plant near Hudson, New York, where Hartford-Empire will continue manufacturing the line of mechanical presses, which supplement the automatic presses offered by the Henry and Wright Division of Hartford-Empire. Rockwell packaging machines



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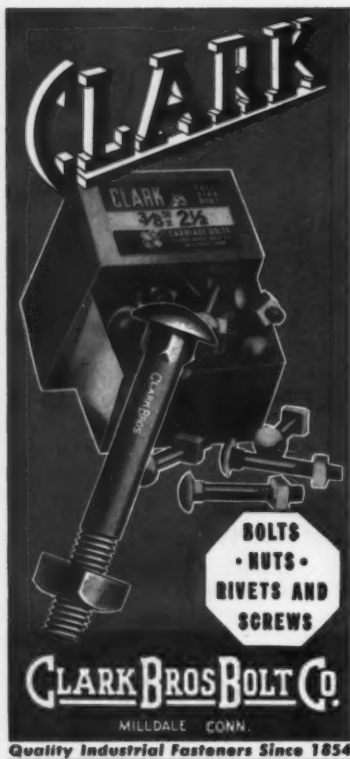
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**Factory at  
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will be made by and sold through the Hartford firm's Standard-Knapp division in Portland.

The purchases include about \$1,000,000 in orders, which will be filled by the new owners, and net current assets of approximately \$750,000 in cash, accounts receivable and inventory.

★ ★ ★

**THE TAYLOR AND FENN COMPANY**, Hartford, will dispose of its manufacturing facilities for various lines of products and other assets and will hereafter confine operations to production of gray iron castings. The company recently disposed of its plant on Arch Street and has in construction a new plant in Windsor to cost about \$500,000.

The company has engaged in production of machine tools, special machinery and special machine work and in the liquidation of this phase of the company business 75 or 80 employees will be released.

Taylor and Fenn Company has operated under that title since 1907 when it acquired the foundry business of the Phoenix Iron Works Corporation, which was established in 1834.

★ ★ ★

**A NEW PRODUCT** for the rapid stripping of nickel, tin, lead and chromium from copper, brass and other copper alloys without attack upon the base metal has been developed by Enthone, Inc., New Haven.

The work to be stripped is immersed in an acid solution containing Metal Stripper N-165 and rapid removal of nickel and the other metals mentioned is accomplished. The process is said to be ideal for removal of nickel from bulk plated work as well as heavier plated objects, such as percolators, flashlights, plumbing goods and other items made of copper.

The new stripper is supplied as a neutral powder, safe to handle and easy to use.

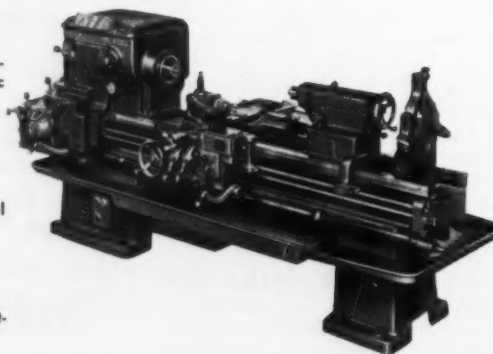
★ ★ ★

**A YEAR WITHOUT A LOST-TIME ACCIDENT** has placed the Hartford and East Hartford plants of the Union Drawn Steel Division, Republic Steel Corporation, in first place in a nationwide contest.

The division tied for first place in the metals section of the annual competition sponsored by the National Safety Council. Competing with 59 light fabricating plants which had an average of

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nearly six accidents per million man-hours, the Hartford plants scored a perfect .00.

National Safety Council figures show the 735 competing plants of the metals industry were among the safest places to work in all industry. Almost two billion man-hours were worked during the contest with an accident frequency of 5.35. This is a reduction of 12 per cent from last year's contest.

★ ★ ★

**THE COMMON STOCK** of Pitney-Bowes, Inc., Stamford, recently became the 1,475th stock currently listed on the New York Stock Exchange.

Previously enjoying trading privileges on the New York Curb Exchange, Pitney-Bowes common was admitted to Stock Exchange trading under the ticker symbol "PBI."

"In this move from the Curb to the Stock Exchange," Walter H. Wheeler, Jr., president of the firm, said, "the company's performance and growth will become better known to a wider public, thus facilitating future financing and the expansion of job opportunities in Stamford and at our branches throughout the United States and Canada."

★ ★ ★

**RODNEY CHASE**, vice president in charge of public and industrial relations for Chase Brass & Copper Co., Waterbury, and T. I. S. Boak, president of Plume & Atwood Co., have been named members of the committee on cooperation with community leaders for the National Association of Manufacturers by Claude A. Putnam, NAM president.

According to Mr. Putnam, members of the committee will "work closely with educators, clergymen, youth lead-

ers, to advance civic interests and encourage a more alert citizenship and wider participation in government."

★ ★ ★

**A NEW LOW-COST** electric folding machine, simple enough to be operated by any office worker, yet versatile enough to serve as an auxiliary in printing shops, has been introduced nationally by Pitney-Bowes, Inc.

Capable of performing eight basic folds from a radio dial type of setting called the "Dial-a-Fold," it will put two parallel folds in an average sheet at 10,000 per hour, feeding and stacking from the same end of the machine, thus saving footwork and conserving office working space.

The new Model "FM," as it is known, puts the Stamford firm in the folding machine field for the first time and adds another product line to the company's rapidly growing list of mailing and business machines.

★ ★ ★

**NICHOLAS A. WELCH** of West Hartford, has been elected chairman of the Hartford Section, American Society of Mechanical Engineers for the 1950-51 season. The other officers of the Society are W. E. Loomis, American Hardware Corporation, 1st vice chairman; Dwight Douglass, Hartford Electric Light Co., 2nd vice chairman; and Miss Hope Wohnus, Pratt & Whitney Aircraft, secretary-treasurer.

The Hartford Section will continue the educational development program started last year by the continuation of an Engineering handbook presentation to the outstanding graduate of each of the three local engineering institutions. The program will be further expanded this year with the organization of a

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panel of vocational guidance speakers, active in the engineering field, for use in the engineering institutions and high schools in this area.

Under the direction of Mr. David Fisher, professor at the University of Connecticut, Storrs, and Dwight Douglass, Hartford Electric Light Company, as co-chairman of the program committee, the section is scheduling a program of technical meetings for the fall and winter season which the public will be invited to attend.

★ ★ ★

**A MAMMOTH BASEBALL SHOW** for boys between the ages of 6 and 16 was sponsored recently by the Footwear Plant, United States Rubber Company,

for its customers, the Yale & Towne Manufacturing Company, Stamford Division, has announced a new manufacturing program calling for concentration of production on volume locks and other builders' hardware items for the most effective use of critical metals.

The Division's general manager, Milo F. McCammon, stated that the new production program "should make available not only an adequate supply of stock Yale locks and hardware for retail shelves, but also a favorable volume of builders' finishing hardware for our customers who supply the building market."

He also stated that the new program of hardware production would help Yale & Towne to use metals more effec-



A SMALL PART of the baseball show audience are shown standing by as projector is rethreaded and Harold Goodnough answers questions.

Naugatuck. The show was held at the Salem Theatre and featured Harold E. Goudnough, scout for the Boston Braves Baseball Club of the National League, who presented an interesting program lasting approximately three hours.

Included on the program were the very latest baseball moving pictures. Peter Paul, Inc., Naugatuck, gave candy bars, and the Naugatuck Dairy Ice Cream Company gave ice cream cups to every boy attending the show. In addition, the Footwear Plant gave each one a balloon and a copy of the famous U. S. Keds Handbook of Sports and Games.

★ ★ ★

**AS AN OUTGROWTH** of the present military crisis and as a safeguard

tively "a consideration which will be extremely important in the event that there should be further limitation on such raw supplies for civilian production."

★ ★ ★

**THE BOARD OF DIRECTORS** of Chase Brass & Copper Co., Inc., Waterbury, has elected Robert L. Coe to the position of chairman of the Board, and Richard C. Diehl, former general manager of the Steubenville, Ohio plants of Wheeling Steel Corporation, president.

Mr. Coe began his business career with Chase on July 1, 1917, and, after spending several years in the mills, joined the sales force, later becoming vice president in charge of sales. He became president on January 1 of this

year. He is a native of Waterbury and a graduate of Cornell University.

Mr. Diehl has spent his entire career in the steel industry. He was born in Defiance, Ohio, and is a graduate of Ohio State University with the degree of Bachelor of Metallurgical Engineering. He spent seven years with Armco Steel Corporation at its Butler, Pennsylvania, and Middletown, Ohio, plants. He has been associated with Wheeling Steel Corporation for fifteen years.



RICHARD C. DIEHL

**MRS. AUDREY HEUSSER**, former Ansonia newspaper woman, and well known in Connecticut industrial publication circles, has been appointed editor of Winchester Life magazine, monthly employee publication of Winchester Repeating Arms Company division of Olin Industries, Inc. The announcement was made by Robert I. Metcalf, director of industrial relations.

Mrs. Heusser succeeds John J. Curran, who has resigned the post to enter the University of Connecticut, where he will major in economics.

**H. M. HORNER**, president of United Aircraft Corporation, East Hartford, told the Dallas Personnel Association, Dallas, Texas, that the American industrial foreman of today has to be in effect "a manager, a cost accountant, an engineer, a lawyer, a teacher, a leader, an instructor, a disciplinarian, a counselor, a friend, and an example."

Citing the modern requirements in skills, Mr. Horner said, "There is nothing in this list to indicate that the foreman should be a skilled machine operator, set-up man, trouble shooter or general shop handyman. Some of these he may have to be momentarily at times, but in general he has experts in

these fields constantly at his disposal. I think we can justifiably say, therefore, that everything a foreman does depends to a greater or lesser degree upon his ability to maintain a satisfactory personal relationship with a number of other people . . . even more than his technical knowledge or mechanical skill."

"Generally speaking all of us—employee and management—are seeking the same thing—namely the continuation of our form of government and the creation of an industrial society which the worker likes and in which he can and will believe. To attain this objective the worker must understand how our system operates.

"Our greatest problem," Mr. Horner said, "is the problem of communications. Management must carry to the worker the true facts of how our industrial, economic and political system operates; of how vital it is that it be continued—improved, yes, but not thrown overboard for some untried experiment in 'do-gooding'."

**LAPORTE PLASCOMOLD CORPORATION**, Unionville, has recently purchased the plant of The Medlicott Company of Windsor Locks. The company manufactures television antennae and accessories.

Jerome Respass, president of the Unionville concern, has revealed that production will get underway in Windsor Locks about the middle of next month, and that approximately 200 persons will be employed. It is expected that the company will also continue to operate its Unionville plant.

**THE HORTON MANUFACTURING COMPANY** of Bristol, Connecticut, for more than sixty years makers of quality sporting goods bearing the "Bristol" trade-mark, has changed its name, effective October 1, to The Horton Bristol Manufacturing Company in order to better identify its product with the name of the company.

**E. PAYSON BLANCHARD** and Ross T. Phipps, sales manager and purchasing agent, respectively, of the Bullard Company, Bridgeport, have recently retired.

Thomas H. Wilbur, a chemical engineer, has been named purchasing agent.

Mr. Blanchard, joined the Bullard company in 1920 as an engineer and later became advertising manager and assistant sales manager. He has been

connected with the New England Council in the field of economic research. He was a director of the National Industrial Advertisers Association and was chairman of the production advisory committee of the Society of Automotive Engineers.

**SPECIAL RECOGNITION** to five employees featured the annual "Old Timers' " dinner of the Star Pin Company, on the occasion of the company's 84th anniversary of its incorporation.

Vice President Dean A. Emerson presented a 50-year diamond mounted service pin to William J. Piper; a 35-year pin and a wrist watch to Clarence L. Moulthrop and Andrew W. Coyne. Katherine C. Ireland, who has passed the 25-year service mark, was not present at the dinner to receive her service pin.

Signing of the "Freedom Scroll" and the enjoyment of moving pictures completed the evening's entertainment.

**LEONARD E. BEES** has been appointed vice president in charge of manufacturing of the Trumbull Electric Mfg. Co., Plainville, according to an announcement by E. T. Carlson, president. He has served as manager of manufacturing since August, 1949.

In his new position Mr. Bees will be responsible for the formulation of manufacturing policies and the conduct of all activities directly related to the manufacturing, packing and shipping of products at all company locations.

Before joining Trumbull, Mr. Bees was associated with Telechron, Inc. for more than 20 years.

**THE APPOINTMENT** of Albert C. Bielitz as treasurer and a director of M. H. Rhodes Corporation, Hartford, was announced recently.

A graduate of Northeastern University, Mr. Bielitz served nine years with the Bureau of Internal Revenue, before which he was chief accountant for Bigelow-Sanford Carpet Company.

**SIX BUSINESS FORUMS** on "How Business Operates" have been scheduled by the Stamford-Greenwich Manufacturers Council. The meetings are being held in the auditorium of the Connecticut Power Company, Stamford.

Richard Russell, Chicago economist, is conducting the discussions on these



AN EXHIBIT of some 500 products containing brass produced by the Bristol Brass Corporation was one of the most interesting points visited during the Open House. Top photo shows the exhibit. (Center) Hot metal being poured into continuous casting machine. In the bottom photo Harold A. Cook, plant personnel manager, looks over display of currency in use in 1850 when Bristol Brass was founded. The currency exhibit was furnished by the Chase National Bank of New York.

**IN CELEBRATION OF ITS 100TH ANNIVERSARY**, the Bristol Brass Corporation, Bristol, held "Open House" recently, attracting 4,283 visitors.

The visitors were conducted on guided tours and refreshments were

served throughout the day.

Another feature of the celebration was an outing at Lake Compounce for 1,600 employees of the company. Service pins were presented to veteran employees by Board Chairman Albert D. Wilson.

**THE POND'S EXTRACT COMPANY** of Clinton, Connecticut, received the American Legion Award for its record of employing the physically handicapped at a recent state-wide meeting in observance of "National Employ the Physically Handicapped Week" held at Bushnell Memorial under the sponsorship of the Connecticut Committee for the Employment of the Physically Handicapped.

In accepting the award, Sydney A. Finer, Vice President of Pond's Extract Company, said that it had been the policy of his company for many years to give the physically handicapped an opportunity to take care of themselves. In no instance he said, did anyone with a physical handicap ever take advantage of the fact that they had gotten any preferred attention from the company. He stated further that although the company has a pension system, it does not forcibly eject any worker from employment when he attains age 65. Rather, the company suggests that the employee make up his mind whether he wants to retire fully or still remain a part of the organization by working part-time. The feeling that they are still wanted, Mr. Finer concluded, is a great factor in keeping the people beyond the retirement age alive and in good health for a longer and more useful period.

Some of the other speakers included on the program were: John L. Connors, Chairman of Connecticut Committee for the Employment of the Physically Handicapped and Assistant Manager, Veterans Administration; Joseph M.

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Tone, International Representative, International Association of Machinists; Dr. Denis S. O'Connor, President, Connecticut Rehabilitation Association; Weldon P. Monson, Director of Industrial Relations, Yale & Towne Mfg. Co., and Chairman of the Stamford Committee for the Employment of the Physically Handicapped; and Robert O. Stevens, Chairman, American Legion Employment Commission, Department of Connecticut.

The first American Legion Award was presented in 1947 by National Commander James F. O'Neil to William A. Purtell, President of the Holo-Krome Screw Corporation, West Hartford. The second award, in 1948, was presented by Arthur J. Connell, National Executive Committeeman for Connecticut of the American Legion, to Frank Lombardo of the Electrical Insulation Corporation of Willimantic. In 1949 the third award was presented by American Legion Post Department Commander Joseph G. Leonard to Joseph J. Morrow for Pitney-Bowes, Inc., Stamford. Both Mr. Lombardo and Mr. Morrow were present at the meeting and took a bow at the request of the chairman for their constructive programs in connection with the employment of the physically handicapped.

## Crossfire in Asia

(Continued from page 25)

avoid many evidences of totalitarianism here at home where accusation has become the same as conviction.

For Americans to suffer from hysteria in this hot war denies us the cool coherent thinking—without which, we do not have a prayer.

And, now, above all, we need friends! We cannot falter in fostering—with all our might—the basic desires of people for human freedoms—individual economic and social rights and the dignity that should be the proud heritage of human beings. . . .

The people of the world are also in revolt against poverty and misery. We are not going to meet that revolt by being anti-communist or even anti-Soviet imperialist. In order to have people on our side—they have to feel that we are their real friends. They will get a better sense of that if the Western World can undertake a dynamic and inspiring program of social and economic reforms. . . .

We cannot match the Russians and the Soviet world in combat manpower.

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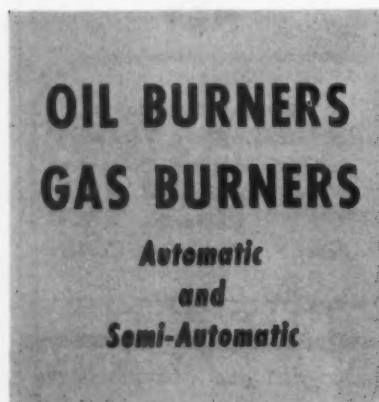
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We must depend on better weapons and more of them. Above all, we must have people who are the devoted, even the fanatical supporters of the principles for which we must stand—the principles of decency and human rights.

The struggle goes on everywhere in the world. But the fight is not just between the East and the West—or between Soviet Imperialism and Western Democracy.

The real battle is between those who believe in humanity—against those who despise humanity. . . .

I think it's a challenge we can accept.

The financial, physical, mental and moral burden that we take on to safeguard our physical beings—yes, our integrity, but above all, our precious and irreplaceable American and democratic freedoms.

Not one of us would want to resist that challenge to battle for the rights of humanity—and, not one of us could resist it.

And in this fight, God be with you.

### **Fifty Years of Progress at Sprague Meter Co.**

*(Continued from page 7)*

Much of the experimental work is still carried out in conjunction with customers of the firm. The combination meter and regulator, for instance, was conceived by the San Diego Gas & Electric Company, and developed for manufacture by Sprague Meter. Through the use of this combination unit, gas companies have saved thousands of dollars annually in changes from low to intermediate or high pressure changes. The Sprague Meter Company is the sole producer of the combination meter and regulator.

### **Community Relations**

Participation in local and national affairs has always been deemed of utmost importance by the company. Funds for distribution to the March of Dimes, Cancer Fund, Red Cross, Heart Fund, the Community Chest and other worthy charities are collected through a voluntary pay-roll deduction plan. The fund is administered by a joint committee of factory and office employees.

Every year Sprague Meter engineers lecture at short courses in gas measurement and control at the University of Oklahoma, University of West Virginia, Iowa State College and several other educational institutions.

When the University of Bridgeport opened its fund drive, the company presented a sizable check to them, earmarked toward the construction of a new engineering building.

To bring the complete story of Sprague Meter before the public, the firm sponsored an "Open House" for employees and their families in June. The celebration commemorated the firm's 50th anniversary in business.

Over 2,000 guests flocked to the plant, located in Bridgeport at 35 South Avenue, to participate in the largest affair of its kind ever held in Bridgeport, the industrial capitol of Connecticut.

Civic, industrial, educational leaders from the surrounding area, editors of technical journals and representatives from many utilities throughout the United States also attended the celebration.

### **Military Contract Profit Controls**

*(Continued from page 27)*

#### **The Vinson Renegotiation Bill**

Representative Vinson has introduced in Congress a sweeping statute based in large measure upon the wartime Renegotiation Act of 1944 and in some respects more severe than that Act. Adoption of legislation stemming from this bill would impose a new set of rules upon business, which would, however, in many respects duplicate those under which business has been operating.

In case of any such revision, renegotiation would continue under the provisions now in effect as to contracts and subcontracts under which amounts had been received or accrued prior to the effective date of the new legislation.

Some of the most important provisions of the new bill are:

1. All contracts for procurement by the military service departments (Army, Navy and Air Force) and the General Services Administration, and subcontracts thereunder, would be subject to renegotiation. There would be no exclusion of orders for \$1,000 or less or of competitive bid contracts.

2. The bill contains no mandatory exemptions other than the exemption of contracts by a department of the government with any agency of the government or with any territory, possession or state, and the exemption of an agricultural commodity in its raw or natural state.

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Yes, Y O U—you stand a very good chance of being accidentally injured or disabled by illness before you're one year older. And right now, before it happens, is the time to make a decision.

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*Can you set aside enough money to pay a stack of costly hospital and doctor bills, just in case, or*

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## BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

**I**N August the index of general business activity in Connecticut rose five percentage points to an estimated 33% above normal. This is the seventh consecutive monthly increase and places the index fifteen points above the standing at the beginning of this year. The current advance is due principally to the increasing demands placed upon manufacturing concerns by civilian and military buying in connection with the Korean war. Vacation shutdowns, which normally take place in August, were somewhat curtailed this year in order to speed up production schedules. Construction activity at an all time peak, cotton mill activity the best in nearly eight years, and freight shipments the heaviest in over a year and a half, all contributed to the present favorable standing. Reports from around the country indicate that during recent months economic development in other areas has followed a pattern similar to ours. The United States index of industrial activity ad-

vanced slightly in August to an estimated 33% above normal.

The index of manhours worked in Connecticut factories is estimated at 35% above normal in August, an increase of five percentage points over the preceding month. The manhour index is now thirty points above a year ago. The following figures show the changes which have taken place in employment, hours worked, weekly earnings and basic hourly earnings in this state during the past year:

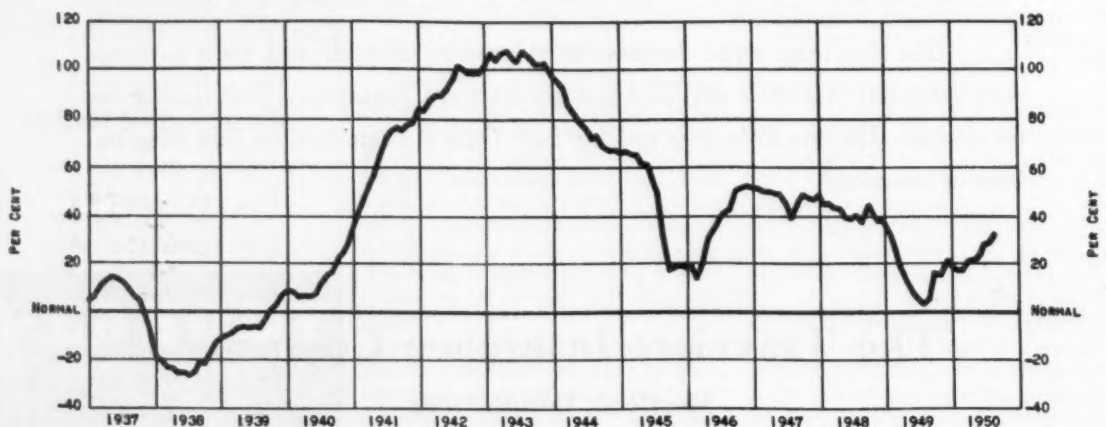
|                 | Manufacturing<br>Employment | Average<br>Hours<br>Worked | Average<br>Weekly<br>Earnings | Basic<br>Hourly<br>Earnings |
|-----------------|-----------------------------|----------------------------|-------------------------------|-----------------------------|
| 1949            |                             |                            |                               |                             |
| August .....    | 325,000                     | 38.2                       | \$52.32                       | \$1.37                      |
| September ..... | 336,000                     | 39.9                       | 54.77                         | 1.37                        |
| October .....   | 344,000                     | 40.3                       | 55.15                         | 1.36                        |
| November .....  | 347,000                     | 40.4                       | 55.78                         | 1.37                        |
| December .....  | 349,000                     | 40.6                       | 56.07                         | 1.37                        |
| 1950            |                             |                            |                               |                             |
| January .....   | 348,000                     | 40.0                       | 55.29                         | 1.38                        |
| February .....  | 350,000                     | 40.4                       | 55.92                         | 1.38                        |
| March .....     | 354,000                     | 40.6                       | 56.56                         | 1.38                        |
| April .....     | 357,000                     | 40.6                       | 56.69                         | 1.39                        |
| May .....       | 359,000                     | 40.8                       | 57.07                         | 1.39                        |
| June .....      | 363,000                     | 41.1                       | 57.74                         | 1.39                        |
| July .....      | 361,000                     | 41.4                       | 58.36                         | 1.39                        |
| August .....    | 374,000                     | 42.2                       | 60.27                         | 1.39                        |

The gain in total manhours worked during the last twelve months has resulted from substantial increases in the number of persons working and in the average hours worked per week. Average weekly earnings have risen throughout the past year, due chiefly to the increase in average hours worked per week with only a slight advance in basic hourly wage rates.

The August index of manufacturing employment in Connecticut factories advanced to 31% above normal. The employment index has shown a steady rise since July of last year. This upward trend is illustrated in the above figures which show an increase of 49,000 or 15% in manufacturing employment in this state in the past year.

The index of construction work in progress is estimated at 110% above normal in August. This is the highest level of construction activity in the history of the index, exceeding both the war and early post-war peaks by considerable margins. The volume of building contract awards remained relatively heavy throughout the first four

GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL





post-war years. During that period, residential building awards averaged about 1,100,000 square feet of floor space per month and non-residential 600,000 square feet. In the first three months of 1950 the volume was somewhat below this average but in the past five months the awards have been abnormally high, with residential averaging 2,300,000 and non-residential 1,000,000 square feet. Residential building has held at a uniformly high level through all five months. Non-residential did not increase noticeably until the months of July and August when there was a sharp advance in industrial building awards following the outbreak of the Korean war.

During the first eight months of 1950 more new corporations were formed in Connecticut than in the corresponding period of 1949. The "Commercial Record" reports the establishment of 1,033 new concerns this year compared with 893 a year ago. Business failures, which have been on the increase throughout the past three years, continued to rise in the first eight months of this year as 388 were recorded against 339 in the same period of last year.

Prices have moved steadily upward during the past five months. The Bureau of Labor Statistics' wholesale commodity index rose from 152 (1926=100) on April 15 of this year to 162 at the middle of July and then advanced to 168 by September 9. The Bureau's consumer price index increased from 167 (1935-39=100) on April 15 to 173 at mid-July, the latest figure available.

### The Human Factor—Key to Business Success

(Continued from page 23)

tries. In doing this, they have helped mightily to bring reality to the vision of progress of the founders of our national experiment in human freedom.

This is hardly a proper group to be exploited by government at any level whenever political expediency seems to dictate. But unless the present trend toward greater controls and higher taxation, excepting, of course, in times of dire national emergencies, is stopped

and even reversed, then I fear many of our older companies will not be operating at all 50 years hence, except possibly as government-owned companies. . . .

I am a firm believer in our competitive enterprise system. But I know that this system, which has made America strong, demands our continuing best. You may have been in business for fifty or one hundred years and been successful, but if you temporarily fall behind your competition in price, design, styling or any one of a dozen other factors, the public is completely justified in refusing to buy your product, even though this may mean that your company fails and your investment is wiped out. Yes, the competitive enterprise system makes it possible for a person with an idea, backed up by courage, foresight, determination and a willingness to work, to make a fair profit. And that same system which allows a person to start in business and make a profit renders it possible for him to "lose his shirt" when he fails to satisfactorily perform his function of service to the public.

In the progress and decline of nations there is always a time lag between cause and effect. Much the same is true in a state, a company or in the life of an individual. The progress we have made as a nation, in the state of Connecticut and in these older companies we are honoring here tonight, has come about

because of what was happening in the minds of men and women connected with them at some previous time.

Looking to the future the progress in the years ahead for this country depends on our thoughts and actions today. The same is true in Connecticut, and, excluding excessive governmental interference, it is also true of the future of our industries. So it is important that we know what is going on in the minds of our younger people who will be at the helm of government and our businesses 10, 20, 30, 40 and 50 years hence.

For the immediate future we need to find out what is in the minds of our candidates for public office to see if they are self-reliant believers in competitive enterprise that has for its purpose the maintenance of freedom for the individual citizen and the incentive of reward beneficial to the public. For the long pull, we need to educate our young people on the things that have been responsible for our past progress.

If we fail to impress our future representatives with the need to create a governmental atmosphere at state and national levels which will permit us to continue our progress as in the past, and likewise if we fail to pass on this information to our youth, then we shall deserve to disintegrate as an industrial state and collapse as did the Greek, the Roman and Spanish empires and some 13 other civilizations.

## MACRAE'S "Punch" has High Proof!

We know of no higher proof of MacRae's punch than the constancy of its advertisers over the last half-century. An analysis of the 57th Edition (1950) discloses that 71% of them have used this effective medium from 5 to 50 years. The breakdown below reflects the value of consistency in directory advertising as evidenced by more than 2500 leaders of American Industry.

### 100 PROOF FULLY-AGED ADVERTISERS

- 13 1/2 % Twenty-five years or older
- 10 % Twenty to twenty-four years old
- 12 1/2 % Fifteen to nineteen years old
- 12 % Ten to fourteen years old
- 23 % Five to nine years old
- 29 % One to four years old



## MACRAE'S BLUE BOOK

New England District Office

Beach Rd., Guilford Lakes, Guilford, Connecticut  
C. J. Rideout, Manager

Send for free Booklet  
"Where Orders Originate"  
for further information

# Steel...steel... everywhere...and not an extra pound to buy



**RELIANCE**  
*Job-Fitted*  
**PRODUCTS AND  
SERVICES**

## **COLD ROLLED STRIP STEEL**

Coils . . . Cut Lengths . . . All Tempers  
Slit, Sheared, Deburred  
and Round Edge  
From WAREHOUSE  
or  
DIRECT-FROM-MILL

## **SHEETS**

Cold Rolled . . . Hot Rolled  
Hot Rolled Pickled . . . Long Tempe  
Galvanized  
Standard or production sizes  
or cut to actual working  
dimensions  
from  
WAREHOUSE STOCKS

Like the ancient mariner, sheet and strip steel users complain . . . "steel, steel, everywhere . . . and not an extra pound to buy."

We're all in the same boat . . . warehouses and users alike. Yet, we at Reliance have been managing so far to help most of our customers keep going. And here's how;

First—we try to spread our inventories around among our customers as equitably as we know how, and for the greatest good of the greatest number.

Secondly—we try to *job-fit* material that is available to the needs of individual customers, and so make limited stocks go further, helping more users.



**DEPENDABLE DAN  
OUR CUSTOMERS' MAN**

We're no miracle workers but we'll do our best to help you, inventory permitting.

**STEEL—THE LIFEBLOOD  
OF PRODUCTION**

**For Immediate Action Call The Nearest Reliance Plant or Office:**

## **DETROIT STEEL CORPORATION**

### **PRODUCERS OF**

Coke and Coal Chemicals • Pig Iron • Ingots  
Slabs • Sheet Bars • Billets • Wire Rods  
Manufacturers' Wire • Merchant Wire Products  
Cold Rolled Strip Steel

**GENERAL OFFICES  
DETROIT 9, MICHIGAN**

## **RELIANCE STEEL DIVISION**

Processors and Distributors **JOB-FITTED** Sheet and Strip Steel

**GENERAL OFFICES — BOX 4308 — PORTER STATION, DETROIT 9, MICHIGAN**

**PLANTS**  
CLEVELAND PLANT, 3344 E. 80th St., Vulcan 3-3000, Cleveland 4, O.  
DETROIT PLANT, 13770 Joy Road, Webster 3-5886, Detroit 28, Mich.  
EASTERN PLANT, State & Edmund Sts. (Hamden), New Haven 7-5781, New Haven 7, Conn.  
MIDWEST PLANT, 1601 South Wolcott Ave., Canal 6-2442, Chicago 8, Ill.

### **OFFICES**

DAYTONPORT, IOWA, 829 Overport Bank Bldg., Phone 3-7700  
DETROIT 4, MICH., 8701 Edworth Blvd., Tyler 5-7212  
GRAND RAPIDS 2, MICH., 325 Keeler Bldg., Glendale 6-0580  
INDIANAPOLIS 4, IND., 1400 Fletcher Trust Bldg., Franklin 3429  
WORCESTER 9, MASS., 329 Main St., Worcester 5-0000

JACKSON 10, MICH., 801 Reynolds Bldg., Jackson 3-3250  
NEW YORK 10, N. Y., 250 West 57th St., Columbus 5-4470  
ST. LOUIS 8, MO., 4833 Lindell Blvd., Lucas 4530  
TOLEDO 4, OHIO, 2114 Ohio Bldg., Garfield 6380

# BUSINESS TIPS

from

School of Business Administration

University of Connecticut

## Use of Trading Areas in Establishing Salesmen's Territories\*

**H**OW can marketing costs be reduced? The impact of this question is being felt today, perhaps, as never before, since the "break-even" points in many businesses are at high levels with the possibility of even further rises. While cost-reduction studies have been made in most fields of marketing, the division of the selling task by territories is a part of sales management which has often received too little consideration. A selling program ignoring a thorough knowledge of sales territories is likely to be costly. The development within recent years of the trading area concept provides the sales executive in certain lines with a sounder basis for planning sales territories and assigning them to salesmen. Trading area studies are innovations that may be utilized for achieving selling economies.

Before establishing sales territories, a choice must be made as to the geographical unit on which the territories shall be based. The most common bases are: (1) the state unit, (2) the county unit, (3) the city unit, and (4) the trading area unit. The choice of bases is often determined by the necessity of using available published data. While each base is pertinent for given types of distributors and products, the purpose of this article is to indicate the feasibility of the trading areas as bases for districting salesmen's territories. Trading area bases have been found to be particularly effective for sellers of jobbing lines, such as foods, drugs, hardware, and the like. Roughly speaking, trading areas are more useful to companies distributing consumer goods through wholesale and/or retail outlets. A trading area is a key wholesale

or retail trading center plus the surrounding district from which the center draws trade.

Trading area territorial bases are increasing in popularity because of inherent benefits accruing through their use. Advocates of fixing salesmen's territories along trading area boundary lines claim the following advantages:

1. Trading areas show not only where consumers live, but also where they buy, thereby defining the company's or the product's logical market irrespective of state, county, or city boundaries.

2. Homogeneous territories are more likely to result, i.e., territories with relatively uniform social and economic characteristics, as emphasis is given to buying habits of prospects.

3. Selective selling is enhanced

which is likely to yield increased sales coupled with lower costs.

4. Since logical or economic territories are defined, the tasks of setting quotas, routing, sales control and analysis, and expense control are facilitated.

5. Preferences and prejudices of buyers toward products are ascertained.

6. The job of collecting statistics may be minimized, because data for only the selected, productive market areas need be gathered.

7. Greater coordination between personal selling and advertising may be secured.

8. If accurately determined, trading areas give due weight to the basic factors of a market, namely, number of prospective buyers, ability to buy, and desire to buy.

9. Territories using trading area bases possess accessibility for coverage, since trading areas are invariably formed around transportation arteries.

10. Salesmen may be fitted to territories according to their abilities and territorial sales potential.

Valuable information regarding the establishment of trading areas can be acquired from the *Atlas of Wholesale Grocery Territories*, *The Market Data Handbook of the United States*, and the *Market Data Handbook of New England*, all of which are published by the United States Department of Commerce. *Trading Area System of Sales Control*, published by Hearst Magazines, Inc., has been used extensively for determining trading areas. The

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FREE! A portfolio of 5 sample forms if requested on your business letterhead.

Hano inexpensive carbon interleaved forms save hours of needless carbon handling, eliminates repeat writings. Two, three or four separate forms can be combined into a single set for—

### ONE WRITING OF ALL

- INVOICE—SHIPPING ORDER—PACKING SLIP
- INVOICE—LABEL—EXPRESS RECEIPT
- SHIPPING ORDER—BILLS OF LADING
- PRE-BILLING & BACK ORDER SYSTEMS

Forms are carbon interleaved snap-a-part style, ready for immediate use. Perfect carbon copies . . . speed up shipments and reduce overhead in the shipping department by making one writing do the work of two or three forms.

Stop errors . . . cut office costs. Low prices. Write or phone today for our representative to call.

**PHILIP HANO COMPANY, Inc.**

1888—Lithographed Business Forms—1950

179 ALLYN STREET, HARTFORD, CONN.

GENERAL OFFICES & FACTORY: HOLYOKE, MASS.

EASTERN OFFICES: NEW YORK—BOSTON—PROVIDENCE—WORCESTER

\*This month's contribution was prepared by Tamlin K. Lindsay, Assistant Professor of Marketing.

1950

1951

1952

1953

1954

# MORE PROFITS...

## THROUGH OPERATING ECONOMY



Here's real  
money-saving  
economy for the  
smaller business, too

### THIS LOW-COST UNDERWOOD SUNDSTRAND MODEL "A" ACCOUNTING MACHINE *Does a complete all-round bookkeeping job*

**Yes...** You'll find that this machine keeps customers' accounts posted and balanced up-to-the-minute...it enables you to mail statements on the last day of every month...bills owed can be discounted without delay because accounts payable records are always up-to-date...paychecks are made ready without overtime...and switching from one job to another takes but a few seconds.

**Yes...** All of these "big business" operating advantages are yours at low cost.

**Yes...** Underwood Sundstrand is easy to operate. Because of its automatic simplicity, your present personnel can learn to

run the machine in less than 5 minutes.

All entries are made on this simple Underwood Sundstrand 10-key keyboard which can be operated by touch method after a few minutes instruction.



Call your Underwood representative today for further details or send for this free folder.

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Bureau of Business Research, The University of Illinois, has prepared a number of excellent studies, furnishing not only important data relative to given localities, but also a methodology that can be used for defining trading areas elsewhere. Trading area studies, including data capable of being used for constructing individual distributors' trading areas, are often available from local newspapers, trade associations, trade journals and magazines, advertising agencies, universities' bureaus of business research, Chambers of Commerce, and other sources.

Even though the usefulness of ready-made trading area studies has been clearly demonstrated, the trading area concept, as yet, has been restricted primarily to a limited number of commodities sold through wholesale and/or retail trade channels. Caution should therefore be exercised in arbitrarily adopting ready-made trading area studies, because they are almost always too general to be used without alteration. They should, of course, be evaluated in terms of the sales executive's own experience and knowledge of the sales territories.

Since trading areas are dynamic, they do not have absolutely fixed boundaries. Various characteristics of the product and the seller's firm determine the size and shape of districts from which trade is obtained. Trading areas are not the same for all products. Dry goods, for example, have different trading areas from those of furniture. Related products of the same line may even have unlike trading areas if they differ substantially in such characteristics as price, style, and quality, among others. Trading area boundaries should be drawn in terms of a specific product for a specific firm.

The trading area concept, as a basis for subdividing salesmen's territories, should be viewed as one additional step forward on the long road toward the development of scientific sales management. If skillfully employed, this concept will aid materially in securing greater net profits from sales territories. It clearly demonstrates the fact that the advantage of knowing where to sell is just as important as knowing how to sell.

#### MYRON CLARK ASSOCIATES Management Consultants

Supervisory Training Programs  
Park Square Building Boston

## Underwood Corporation

Hartford, Connecticut • One Park Avenue, New York • Bridgeport, Connecticut



# ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

## Is Your Company Prepared for Wage-Salary Controls?

**I**S YOUR wage and salary data complete and up-to-date so that it will be immediately available for use in the event of a wage-salary freeze? Now is the time to be sure that it is. At the moment that this is being written we do not know whether or not wage and salary controls will be imposed, but if they are, they may come quickly—perhaps overnight. It may then be essential that complete and up-to-date information with respect to your wage and salary classifications, rate ranges, etc. be immediately available for submission to and approval by a controlling government agency. Such approval will undoubtedly be necessary in order that you may be permitted to make adjustments for merit, length of service, promotions, etc.

Many of the tax and accounting services with which we are all familiar have recently reminded us of the problems of wage and salary administration under wartime conditions. Remembering our experiences during World War II, we should heed those warnings and should be sure that up-to-date records of classifications and ranges for clerical jobs as well as for all other jobs are readily available.


Many business concerns, particularly the larger concerns, have specialists or outside consultants who handle wage and salary administration problems and who do the work of establishing job specifications, classifications, rate ranges, etc. Smaller concerns can, if they wish, set up their own machinery to do the job with their own staff. For example, the personnel manager, the office manager and the accounting executive are usually familiar with job descriptions. If not, they can obtain occupational titles and their definitions from a "Dictionary of Occupational Titles and Definitions of Titles" which may be procured from the U. S. Govern-

ment Printing Office. Starting rates and ceiling rates which are actually being paid for each job are a matter of record in each company. Also, information concerning area wage and salary levels is available from several local sources. With that basic information you can, with your own staff, usually establish adequate records of wage and salary ranges and prepare the other data which may be needed in the event of a wage-salary freeze. You should arrange to have this job done now so that complete records and information will be available when needed.

Much has been written on the subject of wage and salary administration and our limited space does not permit a complete discussion of the subject. However, one or two words of caution in connection with the establishment of classifications and rate ranges may be helpful. It is, of course, important that

the classifications which are established be complete and be broad enough in scope to include every job. It is also important that records be set up and maintained which will identify the employees in each classification. When establishing rate ranges they should be broad enough to provide for all foreseeable situations. It is usually good practice to provide for a proportionately wider range or spread between the minimum and maximum rates which are established for the higher job levels. The thought behind that, of course, is to allow a greater spread at the higher levels in order to permit adequate increases to employees who have been with a company longer and who have attained more responsible positions.

During World War II, adjustments for merit, length of service and promotion were permitted if they were made in accordance with a properly established and approved rate schedule. However, permission of the controlling agency was usually required before the ceiling of any range could be raised or exceeded. It is obvious, therefore, that with properly established classifications and ranges the problems of wage and salary administration were minimized. Most of us gained considerable experience with wage and salary controls during the last war. If we recall those experiences and provide ourselves with complete and up-to-date salary and wage data, properly classified and recorded, we should find ourselves in a sound position if controls should again be imposed.



**LOCKERS  
SHELVING  
CABINETS**  
PROMPT SHIPMENT FROM OUR WAREHOUSE STOCK

**MOVABLE PARTITIONS**  
For Offices, Factories, Tool Cribbs, Toilets

**WORK BENCHES  
SHOP STOOLS  
REVOLVING BINS**

**WARD MAIER & CO.**  
Experienced Erectors for Installation & Repairs

CALL US FOR ALL TYPES OF SHOP EQUIPMENT

NEW BRITAIN, CONN., Phone 3-0526
WAREHOUSE: KENSINGTON, CONN.
MILFORD, CONN., Phone 2-0997

# IT'S MADE IN CONNECTICUT

**EDITOR'S NOTE:** This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

|   |                                |  |              |   |                    |
|---|--------------------------------|--|--------------|---|--------------------|
| <b>Accounting Forms</b>   |                                | <b>Automotive Friction Fabrics</b>   |              | <b>Blankets—Automatic</b>   |                    |
| Baker-Goodyear Co The   | New Haven                      | Russell Mfg Co The   | Middletown   | General Electric Company  | Bridgeport         |
| <b>Accounting Machines</b>  |                                | <b>Automotive Parts</b>  |              | <b>Bleaching, Dyeing, Printing &amp; Finishing</b>                        |                    |
| Underwood Corporation   | Bridgeport                     | Eis Manufacturing Co (Hydraulic and Mechanical)  | Middletown   | Glasco Finishing Co The   | Glasco             |
| <b>Adding Machines</b>  |                                | <b>Automotive &amp; Service Station Equipment</b>  |              | United States Finishing Company The (textile fabrics)                     | Norwich            |
| Underwood Corporation   | Bridgeport                     | Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery)                                   | Bridgeport   | <b>Blocks</b>   |                    |
| <b>Advertising Specialties</b>  |                                | Scovill Manufacturing Company (Canned Oil Dispensers)  | Waterbury 91 | Howard Company (cupola fire clay)   | New Haven          |
| H C Cook Co The 32 Beaver St  | Ansonia                        | <b>Automotive Tools</b>  |              | <b>Blower Fans</b>  |                    |
| Waterbury Companies Inc   | Waterbury                      | Eis Manufacturing Company  | Middletown   | Colonial Blower Company   | Plainville         |
| <b>Aero Webbing Products</b>  |                                | <b>Badges and Metals</b>   |              | Spencer Turbine Co The  | Hartford           |
| Russell Mfg Co  | Middletown                     | Waterbury Companies Inc  | Waterbury    | <b>Blower Systems</b>   |                    |
| <b>Air Compressors</b>  |                                | <b>Bag—Paper</b>   |              | Colonial Blower Company   | Plainville         |
| Airline Manufacturing Company The   | Warehouse Point                | American Paper Goods Company The   | Kensington   | Ripley Co   | Middletown         |
| Spencer Turbine Co The  | Hartford                       | <b>Bakelite Moldings</b>   |              | <b>Blueprints and Photostats</b>  |                    |
| <b>Air Conditioning</b>   |                                | Watertown Mfg Co The   | Watertown    | Joseph Merritt & Co   | Hartford           |
| Norwalk Airconditioning Corp The (forced air heating units oil fired)   | South Norwalk                  | <b>Balls</b>   |              | <b>Boilers</b>  |                    |
| <b>Air Impellers</b>  |                                | Abbott Ball Co The (steel bearing and burnishing)  | Hartford     | Bigelow Co The  | New Haven          |
| The Torrington Manufacturing Co   | Torrington                     | Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)      | Hartford     | Petroleum Heat & Power Co (domestic only)                                 | Stamford           |
| <b>Aircraft</b>   |                                | Kilian Steel Ball Corp The   | Hartford     | <b>Bolts and Nuts</b>   |                    |
| Sikorsky Aircraft Division United Aircraft Corporation (helicopters)  | Bridgeport                     | <b>Banbury Mixers</b>  |              | Blake & Johnson Co The (nuts machine screws, bolts, stove)                | Waterville         |
| <b>Aircraft Accessories</b>   |                                | Farrel-Birmingham Company Inc  | Ansonia      | Clark Brothers Bolt Co  | Middletown         |
| Chandler Evans Division Niles-Bement-Pond Co (jet engine accessories, aircraft carburetors, fuel pumps, water pumps and Protek plugs) | West Hartford                  | <b>Barrels</b>   |              | O K Tool Co Inc The (T-Slot)  | 33 Hull St Shelton |
| Warren McArthur Corp (Airplane Seatings)  | Bantam                         | Abbott Ball Co The (burnishing and tumbling)   | Hartford     | <b>Bonderizing</b>  |                    |
| <b>Aircraft Instruments</b>   |                                | Hartford Steel Ball Co The (tumbling)  | Hartford     | Clairglow Mfg Company   | Portland           |
| Gorn Electric Company Inc   | Stamford                       | <b>Bathroom Accessories</b>  |              | <b>Bottle Openers</b>   |                    |
| <b>Aircraft—Repair &amp; Overhaul</b>   |                                | Autoyre Company The  | Oakville     | Scovill Mfg Co (steel, anodized aluminum)                                 | Waterbury          |
| Airport Department Pratt & Whitney Aircraft Division  | Rentschler Field East Hartford | Charles Parker Co The  | Meriden      | <b>Box Board</b>  |                    |
| United Airports Div United Aircraft Corp  | Rentschler Field East Hartford | <b>Bath Tubs</b>   |              | Lydall & Foulds Paper Co The  | Manchester         |
| <b>Air Ducts</b>  |                                | Dextone Company  | New Haven    | National Folding Box Co Inc   | New Haven          |
| Wiremold Co The (Retractable)   | Hartford                       | <b>Batteries</b>   |              | New Haven Pulp & Board Co   | New Haven          |
| Peabody Engineering Corporation   | Stamford                       | Bond Electric Corporation Division of Olin Industries Inc (flashlight, radio, hearing aid and others)    | New Haven    | Robertson Paper Box Co  | Montville          |
| <b>Aluminum Castings</b>  |                                | Winchester Repeating Arms Co Division of Olin Industries Inc (flashlight, radio, hearing aid and others) | New Haven    | Gair Company Inc Robert   | Montville          |
| Eastern Malleable Iron Company The  | Naugatuck                      | <b>Bearings</b>  |              | <b>Boxes</b>  |                    |
| Newton-New Haven Co. 688 Third Avenue   | West Haven                     | Fafnir Bearing Co (ball)   | New Britain  | Airline Manufacturing Company (steel cash, bond, security and mail boxes) | Warehouse Point    |
| <b>Aluminum Forgings</b>  |                                | New Departure Div of General Motors (ball roller)  | Bristol      | Clairglow Mfg Company (metal)   | Portland           |
| Scovill Manufacturing Company   | Waterbury 91                   | Norma-Hoffmann Bearings Corp (ball and roller)   | Stamford     | Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes) | Durham             |
| <b>Aluminum Ingots</b>  |                                | <b>Bellows</b>   |              | Gair Company Inc Robert (corrugated and solid fibre shipping containers)  | Montville          |
| Lapides Metals Corp   | New Haven                      | Bridgeport Thermostat Company Inc (metallic)   | Bridgeport   | <b>Boxes and Crates</b>   |                    |
| <b>Aluminum—Sheets &amp; Coils</b>  |                                | Bridgeport Thermostat Company Inc  | Bridgeport   | City Lumber Co of Bridgeport Inc The                                      | Bridgeport         |
| United Smelting & Aluminum Co Inc   | New Haven                      | <b>Bellows Assemblies</b>  |              | <b>Boxes—Paper—Folding</b>  |                    |
| <b>Ammunition</b>   |                                | Bridgeport Thermostat Company Inc  | Bridgeport   | Atlantic Carton Corp  | Norwich            |
| Remington Arms Co Inc and Peters Cartridge Div  | Bridgeport                     | <b>Bellows Shaft Seal Assemblies</b>   |              | Bridgeport Paper Box Co   | Bridgeport         |
| Winchester Repeating Arms Company Division  | Olin Industries Inc            | Bridgeport Thermostat Company Inc  | Bridgeport   | Carpenier-Hayes Paper Box Co Inc The                                      | East Hampton       |
| <b>Anodizing</b>  |                                | <b>Bells</b>   |              | Folding Cartons Incorporated (paper, folding)                             | Versailles         |
| Conn Metal Finishing Co   | Hamden                         | Bevin Brothers Mfg Co.   | East Hampton | M S Dowd Carton Co  | Groton             |
| <b>Apparel Fabrics—Woolen &amp; Worsted</b>   |                                | Gong Bell Co The   | East Hampton | National Folding Box Co Inc (paper folding)                               | New Haven          |
| Broad Brook Company   | Broad Brook                    | Gaynor Electric Company Inc (and buzzers)  | Bridgeport   | New Haven Pulp & Board Co The   | New Haven          |
| <b>Artificial Leather</b>   |                                | N N Hill Brass Co The  | East Hampton | Robertson Paper Box Co  | Montville          |
| Permatex Fabrics Corp The   | Jewett City                    | <b>Belt Fasteners</b>  |              | Gair Company Inc Robert   | Montville          |
| <b>Asbestos</b>   |                                | Bristol Company The  | Waterbury    | S Curtis & Sons Inc   | Sandy Hook         |
| Auburn Manufacturing Company The (gaskets, packings, wicks)   | Middletown                     | Saling Manufacturing Company (patented self-aligning)  | Unionville   | Warner Brothers Company The   | Bridgeport         |
| Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick)                                  | Bridgeport                     | <b>Beltting</b>  |              | <b>Boxes—Paper—Setup</b>  |                    |
| <b>Asbestos &amp; Rubber Packing</b>  |                                | Hartford Belting Co  | Hartford     | Bridgeport Paper Box Co   | Bridgeport         |
| Colt's Manufacturing Company  | Hartford                       | Russell Mfg Co The   | Middletown   | Heminway Corporation The  | Waterbury          |
| <b>Assemblies—Small</b>   |                                | Thames Belting Co The  | Norwich      | Strouse Adler Company The   | New Haven          |
| Greist Manufacturing Co The   | New Haven                      | <b>Bench</b>   |              | <b>Braided Fiberglass Sleeving</b>  |                    |
| Han-Dee Spring and Manufacturing Co The (Small)   | Hartford                       | Charles Parker Co The (piano)  | Meriden      | Ansonia O & C Co  | Ansonia            |
| I H Sessions & Son  | Bristol                        | <b>Bends—Pipe or Tube</b>  |              | <b>Brake Cables</b>   |                    |
| Wallace Barnes Co The Div Associated Spring Corp  | Bristol                        | National Pipe Bending Co The   | New Haven    | Eis Manufacturing Co  | Middletown         |
| <b>Auto Cable Housing</b>   |                                | 160 River St   | New Haven    | <b>Brake Linings</b>  |                    |
| Wiremold Company The  | Hartford                       | <b>Bent Wood Products</b>  |              | Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial)  | Bridgeport         |
| <b>Automatic Control Instruments</b>  |                                | Sorensen & Peters Inc  | Pawcatuck    | Russell Mfg Co The  | Middletown         |
| Bristol Co The (temperature, pressure, flow, humidity, time)  | Waterbury                      | <b>Bicycle Coaster Brakes</b>  |              | <b>Brake Service Parts</b>  |                    |
| <b>Automobile Accessories</b>   |                                | New Departure Div General Motors Corp  | Bristol      | Eis Manufacturing Co  | Middletown         |
| Kilborn-Sauer Company (lights and other accessories)  | Fairfield                      | <b>Bicycle Sundries</b>  |              | <b>Brass &amp; Bronze</b>   |                    |
| Raybestos Div of Raybestos-Manhattan Inc The (brake lining, rivet brass, clutch facings, packing)                                     | Bridgeport                     | New Departure Div General Motors Corp  | Bristol      | American Brass Co The (sheet, wire, rods, tubes)                          | Waterbury          |
| <b>Automotive Bodies</b>  |                                | Colonial Board Company   | Manchester   | Bridgeport Brass Company (sheet, rod, wire and tubing)                    | Bridgeport         |
| Metropolitan Body Company   | Bridgeport                     | <b>Binders Board</b>   |              | Bristol Brass Corp The (sheet, wire, rods)                                | Bristol            |
|   |                                | Ernst Bischoff Company Inc   | Ivoryton     | Chase Brass & Copper Co   | Waterbury          |
|   |                                | <b>Blackening Salts for Metals</b>   |              | Miller Company The (phosphor bronze and brass in sheets, strips, rolls)   | Meriden            |
|   |                                | Mitchell-Bradford Chemical Co  | Bridgeport   | Plume & Atwood Mfg Co The (sheet, wire, rod)                              | Thomaston          |
|   |                                | <b>Blades</b>  |              | Scovill Manufacturing Company   | Waterbury 91       |
|   |                                | Capewell Manufacturing Company Metal Saw Division (hack saw and band saw)                                | Hartford     | Tinsheet Metals Co The (sheets and rolls)                                 | Waterbury          |
|   |                                |  |              | Western Brass Mills Division of Olin Industries Inc (sheet, strip)        | New Haven          |

(Advt.)

# IT'S MADE IN CONNECTICUT

**Brass & Bronze Ingot Metal**  
 Plume & Atwood Mfg Co The Thomaston  
 Whipple and Choate Company The Bridgeport  
**Brass, Bronze & Aluminum Castings**  
 Victors Brass Foundry Inc Guilford  
**Brass Goods**  
 American Brass Company The Waterbury  
 Plume & Atwood Mfg Co The (to order) Waterbury  
**Brass Mill Products**  
 Rostand Mfg Co The (Ecclesiastical Brass Milford  
 Wares) Waterbury  
 Scovill Manufacturing Company (to order) Waterbury 91  
 Western Brass Mills Division of Olin Industries Inc (to order) New Haven  
**Brass & Copper**  
 American Brass Company The Waterbury  
 Bridgeport Brass Co Bridgeport  
 Chase Brass & Copper Co Waterbury  
 Plume & Atwood Mfg Co The Thomaston  
 Scovill Manufacturing Company Waterbury 91  
 Western Brass Mills Division of Olin Industries Inc New Haven  
**Brass Wall Plates**  
 Gaynor Electric Company Inc Bridgeport  
**Brick-Building**  
 Donnelly Brick Co The New Britain  
**Bricks-Fire**  
 Howard Company New Haven  
**Bright Wire Goods**  
 Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks) New Haven  
**Broaching**  
 Hartford Special Machinery Co The Hartford  
**Brooms-Brushes**  
 Fuller Brush Co The Hartford  
**Buckles**  
 B Schwanda & Sons Staffordville  
 G E Prentice Mfg Co The Kensington  
 Hatheway Mfg Co The (Dec Rings) Bridgeport  
 Hawie Mfg Co The Bridgeport  
 John M Russell Mfg Co Inc Naugatuck  
 North & Judd Manufacturing Co New Britain  
 Patent Button Co The Waterbury  
**Buffing Compounds**  
 Roberts Rouge Co The Stratford  
**Buffing & Polishing Compositions**  
 Apothecaries Hall Co Waterbury  
 Lea Mfg Co Waterbury  
**Buffing Wheels**  
 Williamsville Buff Div The Bullard Clark Company Danielson  
**Burners**  
 Plume & Atwood Mfg Co The (kerosene oil lighting) Waterbury  
**Burners-Automatic**  
 Peabody Engineering Corporation Stamford  
**Burners-Coal and Oil**  
 Peabody Engineering Corporation (Combined) Stamford  
**Burners-Gas**  
 Peabody Engineering Corporation (Blast Furnace) Stamford  
**Burners-Gas and Oil**  
 Peabody Engineering Corporation (Combined) Stamford  
**Burners-Refinery**  
 Peabody Engineering Corporation (For Gas and Oil) Stamford  
**Buttons**  
 B Schwanda & Sons Staffordville  
 Colt's Manufacturing Company Hartford  
 L C White Company The Waterbury  
 Frank Parizek Manufacturing Co The West Willington  
 Patent Button Co The Waterbury  
 Scovill Manufacturing Company. (Uniform and Tack Fasteners) Waterbury 91  
**Cabinets**  
 Charles Parker Co The (medicine) Meriden  
**Cabinet Work**  
 Hartford Builders Finish Co Hartford  
**Cable-Asbestos Insulated**  
 Rockbestos Products Corp New Haven  
**Cable-BX Armored**  
 General Electric Company Bridgeport  
**Cable-Nonmetallic Sheather**  
 General Electric Company Bridgeport  
**Cable-Service Entrance**  
 General Electric Company Bridgeport  
**Cages**  
 Andrew B Hendryx Co The (bird and animal) New Haven  
**Cams**  
 American Cam Company Inc Hartford  
 Hartford Special Machinery Co The Hartford  
 Rowbottom Machine Company Inc Waterbury  
**Canvas Products**  
 F B Skiff Inc Hartford  
**Capacitors**  
 Electro-Motive Mfg Co Inc The (mica & trimmer) Willimantic

**Card Clothing**  
 Standard Card Clothing Co The (for textile mills) Stafford Springs  
**Carpenter's Tools**  
 Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Vises) New Haven  
**Carpet Cushion**  
 Sponge Rubber Products Co Inc Shelton  
**Carpets and Rugs**  
 Bigelow-Sanford Carpet Co Thompsonville  
**Casters**  
 Bassick Company The (Industrial and General) Bridgeport  
**Casters-Industrial**  
 George P Clark Co Windsor Locks  
**Castings**  
 Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum) Meriden  
 Connecticut Foundry Co (grey iron) Rocky Hill  
 Connecticut Malleable Castings Co (malleable iron castings) New Haven  
 Charles Parker Co The (grey iron) Meriden  
**Castings**  
 Eastern Malleable Iron Company The (malleable iron, metal and alloy) Naugatuck  
 Farrel-Birmingham Company Inc (Meehanite, Nodular Iron, Steel) Ansonia  
 Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock) New London  
 Plainville Casting Company (gray, alloy and high tensile irons) Plainville  
 John M Russell Mfg Co Inc (brass, bronze and aluminum) Naugatuck  
 Malleable Iron Fittings Co (malleable iron and steel) Branford  
 McLagon Foundry Co (grey iron) New Haven  
 Newton-New Haven Co (zinc and aluminum) 688 Third Ave West Haven  
 Philbrick-Booth & Spencer Inc (grey iron) Hartford  
 Scovill Manufacturing Company (Brass & Bronze) Waterbury 91  
 Sessions Foundry Co The (grey iron) Bristol  
 Union Mfg Co (grey iron & semi steel) New Britain  
 Waterbury Foundry Company The (highway & sash weights) Middletown  
 Wilcox Crittenden & Co Inc (gray iron and brass) Meriden  
**Castings-Permanent Mould**  
 Bradley & Hubbard Mfg Co The (zinc and aluminum) Meriden  
**Chain**  
 John M Russell Mfg Co Inc Naugatuck  
**Chain-Welded and Weldless**  
 Bridgeport Chain & Mfg Co Bridgeport  
**Chain-Bead**  
 Bead Chain Mfg Co The Bridgeport  
 H G H Products Co Inc Shelton  
**Chemical Manufacturing**  
 Carwin Company The North Haven  
**Chemicals**  
 American Cyanamid Company Waterbury  
 Apothecaries Hall Co Waterbury  
 Carwin Company The North Haven  
 Edean Laboratories South Norwalk  
 Macalaster Bicknell Company New Haven  
 MacDermid Incorporated Waterbury  
 Naugatuck Chemical Division United States  
 Rubber Co Naugatuck  
 New England Lime Company Canaan  
 Pfizer & Co Inc Chas Groton  
**Chemicals-Agricultural**  
 Naugatuck Chemical Division United States  
 Rubber Co (insecticides, fungicides, weed killers) Naugatuck  
**Chemicals-Aromatic**  
 Naugatuck Chemical Division United States  
 Rubber Co Naugatuck  
**Chemicals-Rubber**  
 Robert J King Company Inc The Norwalk  
**Christmas Light Clips**  
 Foursome Manufacturing Company (various sizes and styles) Bristol  
**Chromium Plating**  
 Chromium Corp of America Waterbury  
 Chromium Process Company The Shelton  
 Nutmeg Chrome Corporation Hartford  
**Chucks**  
 Cushman Chuck Co The Hartford  
**Chucks & Face Plate Jaws**  
 Union Mfg Co New Britain  
**Chucks-Power Operated**  
 Cushman Chuck Co The Hartford  
**Clay**  
 Howard Company (Fire Howard "B" and High Temperature Dry) New Haven  
**Cleansing Compounds**  
 MacDermid Incorporated Waterbury  
**Clock Mechanisms**  
 Lux Clock Mfg Co The Waterbury

**Clocks**  
 E Ingraham Co The Bristol  
 Seth Thomas Clocks Thomaston  
 United States Time Corporation The Waterbury  
**Clocks-Alarm**  
 Lux Clock Mfg Co The Waterbury  
 New Haven Clock and Watch Co The (spring & electric) New Haven  
 William L. Gilbert Clock Corporation The Winsted  
**Clocks-Automatic Cooking**  
 Lux Clock Mfg Co The Waterbury  
**Clutches**  
 Snow-Nabstedt Gear Corp The New Haven  
**Clutch Facings**  
 Russell Mfg Co The Middletown  
**Clutch-Friction**  
 Raybestos Div of Raybestos-Manhattan Inc The (clutch facings-molded, woven, fabric, metallic) Bridgeport  
**Coffee Makers**  
 General Electric Company Bridgeport  
**Coils-Pipe or Tube**  
 National Pipe Bending Co The 160 River St New Haven  
 Whitlock Manufacturing Co The Hartford  
**Coin Tokens**  
 Waterbury Companies Inc Waterbury  
**Commercial Heat Treating**  
 A F Holden Company The 52 Richard St West Haven  
**Commercial Truck Bodies**  
 Metropolitan Body Company Bridgeport  
**Compressors**  
 Norwalk Company Inc (high pressure air and gas) South Norwalk  
**Concrete Products**  
 Plastircrete Corp Hamden  
**Cones**  
 Sonoco Products Co (Climax-Lowell Div) Mystic  
**Consulting Engineers**  
 Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave Hartford  
**Contract Machining**  
 Malleable Iron Fittings Company Branford  
**Contract Manufacturers**  
 Greist Mfg Co The (metal parts and assemblies) 503 Blake St New Haven  
 Merriam Mfg Co (production runs-metal boxes and containers to specifications) Durham  
 Plume & Atwood Mfg Co The (metal parts & assemblies) Waterbury  
 Scovill Manufacturing Company (metal parts and assemblies) Waterbury 91  
 J H Sessions & Son Bristol  
**Controllers**  
 Bristol Company The Waterbury  
 Manning Maxwell & Moore Inc Bridgeport  
**Conversion Gas Range**  
 Bland Burner Co The Hartford  
**Conversion Oil Range Burner**  
 Bland Burner Co The Hartford  
**Conveyor Systems**  
 Leeds Electric and Mfg Co The Hartford  
 Production Equipment Co Meriden  
**Copper**  
 American Brass Corp The (sheet, wire, rods, tubes) Waterbury  
 Bridgeport Brass Company (sheet, rod, wire and tubing) Bridgeport  
 Bristol Brass Corp The (sheet) Bristol  
 Chase Brass & Copper Co (sheet, rod, wire tube) Waterbury  
 Thinsheet Metals Co The (sheets and rolls) Waterbury  
 Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven  
**Copper Sheets**  
 American Brass Company The Waterbury  
 New Haven Copper Co The Seymour  
**Copper Shingles**  
 New Haven Copper Co The Seymour  
**Copper Water Tube**  
 American Brass Company The Waterbury  
 Bridgeport Brass Co Bridgeport  
**Cords-Asbestos**  
 General Electric Company Bridgeport  
**Cords-Braided**  
 General Electric Company Bridgeport  
**Cords-Heater**  
 General Electric Company Bridgeport  
**Cords-Portable**  
 General Electric Company Bridgeport  
**Cord Sets**  
 General Electric Company Bridgeport  
**Cork Cots**  
 Sonoco Products Co (Climax-Lowell Div) Mystic  
**Corrugated Box Manufacturers**  
 Danbury Square Box Co The Danbury (Advt.)



# I T ' S M A D E I N C O N N E C T I C U T

**Corrugated Shipping Cases**  
Connecticut Corrugated Box Div Robert Gair Co Inc Portland  
D L & D Container Corp 87 Shelton Ave New Haven

**Cosmetic Containers**  
Eyelet Specialty Co The Waterbury  
Plume & Atwood Mfg Co The (metal) Waterbury

**Cosmetics**  
J B Williams Co The Glastonbury  
Northam Warren Corporation Stamford

**Cotton and Asbestos Wicking**  
Bland Burner Co The Hartford  
Cotton Yarn

**Counting Devices**  
Floyd Cranska Co The Moosup  
Veeder-Root Inc Hartford

**Couplings—Self-Sealing**  
Sperry Products Inc Danbury  
**Crushers**

Farrel-Birmingham Company Inc (Stone and Ore) Ansonia  
**Cups—Paper**

American Paper Goods Company The ("Puritan") Kensington  
**Cut Stone**

Dextone Co The New Haven  
**Cutters**

Barnes Tool Company The (pipe cutters, hand) New Haven  
O K Tool Co Inc The (inserted tooth milling) 33 Hull St Shelton

Standard Machinery Co The (rotary board, single and duplex) Mystic  
**Delayed Action Mechanism**

M H Rhodes Inc Hartford  
R W Cramer Company Inc The Centerbrook  
**Diamonds—Industrial**

Diamond Tool and Die Works Hartford  
**Dictating Machines**

Dictaphone Corporation Bridgeport  
Gray Manufacturing Company The Hartford  
Soundscribe Corporation The New Haven

**Die Castings**  
Newton-New Haven Co Inc New Haven  
**Die Casting Dies**

ABA Tool & Die Co Manchester  
Parker Stamp Works Inc The Hartford  
Weimann Bros Mfg Co The Derby

**Die Castings (Aluminum & Zinc)**  
Corbin Cabinet Lock Div American Hardware Corp New Britain  
Stewart Die Casting Div Stewart Warner Corp Bridgeport

**Die-Heads—Self Opening**  
Eastern Machine Screw Corp The Truman & Barclay Sta New Haven  
Geometric Tool Co The New Haven

**Die Polishing Machinery**  
Hartford Special Machinery Co The Hartford  
**Die Sets**

Union Mfg Co (precision, steel and semi-steel) New Britain  
**Dies**

Hoggson & Pettis Mfg Co The 141 Brewery St. New Haven  
Parker Stamp Works Inc The (plastics and die castings) Hartford

**Dies and Die Sinking**  
Consolidated Industries West Cheshire  
**Dish Washing Machines**

Colt's Manufacturing Company Hartford  
**Disk Harrows**

Orkil Inc—Cutaway Harrow Division Higganum  
**Door Closers**

P & F Corbin Division The American Hardware Corp New Britain  
Sargent & Company New Haven  
Yale & Towne Manufacturing Company The Stamford

**Dowel Pins**  
Allen Manufacturing Co The Hartford  
Holo-Krome Screw Corp The West Hartford

**Drafting Accessories**  
Joseph Merritt & Co Hartford  
**Drilling Machines**

Henry & Wright Division of Hartford-Empire Company Hartford  
**Drilling and Tapping Machinery**

Hartford Special Machinery Co The Hartford  
**Drop Forgings**

Atwater Mfg Co Plantsville  
Bridgeport Hdwe Mfg Corp The Bridgeport  
Capewell Mfg Company Hartford  
Consolidated Industries West Cheshire  
Wilcox Crittenden & Co Inc Middletown

**Druggists' Rubber Sundries**  
Seamless Rubber Company The New Haven  
**Elastic Braid**

Ansonia O & C Co Ansonia

**Elastic Webbing**  
Ansonia O & C Co Ansonia  
Russell Mfg Co The Middletown

**Electric Appliances**  
General Electric Company Bridgeport  
**Electric Cables**

Rockbestos Products Corp (asbestos insulated) New Haven  
**Electric—Communtators & Segments**

Cameron Elec Mfg Co The (rewinding motors) Ansonia  
**Electric Cords**

Rockbestos Products Corp (asbestos insulated) New Haven  
**Electric Eye Control**

United Cinephone Corporation Torrington  
**Electric Fixture Wire**

Rockbestos Products Corp (asbestos insulated) New Haven  
**Electric Hand Irons**

Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted  
**Electric Insulation**

Case Brothers Inc Manchester  
Rogers Corporation The Manchester  
**Electric Knife Sharpeners**

Gorn Electric Company Inc The Stamford  
**Electric Lighting Fixtures**

Plume & Atwood Mfg Co The Waterbury  
**Electric Motor Controls**

Arrow-Hart & Hegeman Electric Co The Hartford  
**Electrical Outlet and Switch Boxes, and Covers**

General Electric Company Bridgeport  
**Electric Panel Boards**

Federal Electric Products Co Inc Hartford  
**Electric Safety Switches**

Federal Electric Products Co Inc Hartford  
**Electric Shavers**

Schick Incorporated Stamford  
**Electric Signs**

United Advertising Corp New Haven  
**Electric Switches**

Arrow-Hart & Hegeman Electric Co The Hartford  
**Electric Time Controls**

R W Cramer Company Inc The Centerbrook  
**Electric Timepieces**

New Haven Clock and Watch Co The (auto-mobile and alarm) New Haven  
**Electric Wire**

Rockbestos Products Corp (asbestos insulated) New Haven  
**Electric Wiring Devices**

Arrow-Hart & Hegeman Electric Co The Hartford  
**Electrical Circuit Breakers**

Federal Electric Products Co Inc Hartford  
**Electrical Conduit Fittings & Grounding Specialties**

Gillette-Vibber Company The New London  
**Electrical Control Apparatus**

Federal Electric Products Co Inc Hartford  
**Electrical Goods**

A C Gilbert Co New Haven  
**Electrical Insulation**

Stevens Paper Mills Inc The Windsor  
**Electrical Motors**

U S Electrical Motors Inc Milford  
**Electrical Recorders**

Bristol Co The Waterbury  
**Electrical Relays and Controls**

Allied Control Co Plantsville  
**Electrical Wiring Systems**

Wiremold Co The Hartford  
**Electronics**

Crystal Research Laboratories Inc Hartford  
Gray Manufacturing Company The Hartford  
Ripley Co Middletown

**Electroplating**  
National Sherardizing & Machine Co Hartford  
Waterbury Plating Company Waterbury

**Electroplating—Equipment & Supplies**  
Enthone Inc New Haven  
MacDermid Incorporated Waterbury

**Electroplating Processes & Supplies**  
United Chromium Incorporated Waterbury  
**Electrotypes**

W T Barnum & Co Inc (all classes) New Haven  
**Elevators**

Eastern Machinery Co The (passenger and freight) New Haven  
General Elevator Service Co Hartford

**Enameling**  
Conn Metal Finishing Co Hamden  
Waterbury Plating Company Waterbury

**Enameling and Finishing**  
Claireglow Mfg Co Portland

**Engines**  
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford  
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport

**Envelopes**  
Curtis 1000 Inc Hartford  
United States Envelope Company, Hartford Division Hartford

**Envelopes—Stock and Special**  
American Paper Goods Company The Kensington

**Extractors—Tap**  
Walton Company The West Hartford  
**Eyelets**

American Brass Company The Waterbury  
L C White Company The Waterbury  
Platt Bros & Co The P O Box 1030 Waterbury

Plume & Atwood Mfg Co The Waterbury  
Scovill Manufacturing Company Waterbury 91  
**Eyelets, Ferrules and Wiring Terminals**

American Brass Company The Waterbury  
Waterbury Companies Inc Waterbury  
**Eyelet Machine Products**

American Brass Company The Waterbury  
Waterville Mfg Co The (size 15 machines only) Waterville

**Fabricated Alloys**  
Rolock Inc (Heat Treating, Finishing) Southport  
**Fancy Dress Buttons and Buckles**

Waterbury Companies Inc Waterbury  
**Fans—Electric**

General Electric Company Bridgeport  
**Fasteners—Slide & Snap**

G E Prentice Mfg Co The Kensington  
Scovill Manufacturing Company (snap and slide fasteners) Waterbury 91

**Felt**  
Auburn Manufacturing Company The (mechanical, cut parts) Middletown  
**Felt—All Purpose**

American Felt Co (Mill & Cutting Plant) Glenville  
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

**Fenders—Boat**  
Sponge Rubber Products Co Inc Shelton  
**Fibre Board**

Case Brothers Inc Manchester  
C H Norton Co The North Manchester  
Rogers Corporation (Specialty) Manchester  
Stevens Paper Mills Inc The Windsor

Watkins Manufacturing Co Inc Milford  
**Finger Nail Clippers**

H C Cook Co The 32 Beaver St Ansonia  
**File Cards**

Standard Card Clothing Co The Stafford Springs  
**Firearms**

Colt's Manufacturing Company Hartford  
Marlin Firearms Co The New Haven  
O F Mossberg & Sons Inc New Haven

Remington Arms Company Inc Bridgeport  
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

**Fire Hose**  
Fabrics Fire Hose (municipal and industrial) Sandy Hook  
**Fireplace Goods**

American Windshield & Specialty Co The Milford  
881 Boston Post Road  
John P Smith Co The (screens) 423-33 Chapel St New Haven

**Fireproof Floor Joists**  
Dextone Co The New Haven  
**Fireworks**

M Backes' Sons Inc Wallingford  
**Fishing Tackle**

Bevin-Wilcox Line Co The (lines) East Hampton  
H C Cook Co The 32 Beaver St Ansonia  
Horton Mfg Co The (reels, rods, lines) Bristol

Jim Harvey Div Local Industries Inc (nets, lures) Lakeville  
**Flashlights**

Bond Electric Corporation Division of Olin Industries Inc New Haven  
Bridgeport Metal Goods Mfg Co Bridgeport  
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

**Floor & Ceiling Plates**  
Beaton & Cadwell Mfg Co The New Britain  
Gaynor Electric Co Inc Bridgeport

**Fluorescent Lighting Equipment**  
Vanderman Manufacturing Co The Williamam Wiremold Company The Hartford

**Food Mixers—Electric**  
General Electric Company Bridgeport  
**Forgings**

Clark Brothers Bolt Co Milldale  
Heppenstall Co (all kinds and shapes) Bridgeport  
Scovill Manufacturing Company (Non-ferrous) Waterbury 91 (Advt.)



# IT'S MADE IN CONNECTICUT

|   |                          |  |                              |   |                         |
|---|--------------------------|--|------------------------------|---|-------------------------|
| <b>Foundries</b>  |                          | <b>Hardware—Marine &amp; Bus</b>   |                              | <b>Insulating Refractories</b>  |                         |
| Connecticut Malleable Castings Co (malleable iron castings)   | New Haven                | Rostand Mfg Co The   | Milford                      | Mullite Refractories Co The   | Shelton                 |
| Farrel-Birmingham Company Inc (Iron and Steel)  | Ansonia                  | <b>Hardware—Trailer Cabinet</b>  |                              | <b>Insulating Tape</b>  |                         |
| Plainville Casting Company (gray, alloy and high tensile irons)   | Plainville               | Excelsior Hardware Co The  | Stamford                     | Ansonia O & C Co  | Ansonia                 |
| Seasons Foundry Co The (iron)   | Bristol                  | <b>Hardware, Trunk &amp; Luggage</b>   |                              | <b>Inter-Communications Equipment</b>   |                         |
| Union Mfg Co (gray iron & semi steel)   | New Britain              | Corbin Cabinet Lock Div American Hardware Corp   | New Britain                  | Connecticut Telephone & Electric Division of Great American Industries Inc    | Meriden                 |
| Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)   | Middletown               | J H Seasons & Son  | Bristol                      | <b>Interval Timers</b>  |                         |
| <b>Foundry Riddles</b>  |                          | Yale & Towne Manufacturing Company The   | Stamford                     | Lux Clock Manufacturing Company   | Waterbury               |
| John P Smith Co The   | 423-33 Chapel St         | <b>Hat Machinery</b>   |                              | Rhodes Inc M H  | Hartford                |
| Rolock Inc (brass, galvanized steel)  | New Haven                | Doran Bros Inc   | Danbury                      | <b>Ironing Machines—Electric</b>  |                         |
| <b>Fuel Oil Pump and Heater Sets</b>  |                          | <b>Health, Surgical &amp; Orthopedic Supports</b>  |                              | General Electric Company  | Bridgeport              |
| Peabody Engineering Corporation   | Stamford                 | Berger Brothers Company The (custom made for back, breast, and abdomen)                                    | New Haven                    | Case Brothers Inc   | Manchester              |
| <b>Furnaces</b>   |                          | Heat Exchangers  |                              | <b>Japanning</b>  |                         |
| Norwalk Airconditioning Corp The (warm air oil fired)   | South Norwalk            | Whitlock Manufacturing Co The  | Hartford                     | J H Seasons & Son   | Bristol                 |
| W S Rockwell Company (Industrial)   | Fairfield                | <b>Heat Elements</b>   |                              | <b>Jewelry Findings</b>   |                         |
| <b>Furnace Linings</b>  |                          | Safeway Heat Elements Inc (woven wire resistance type)   | Middletown                   | Waterbury Companies Inc   | Waterbury               |
| Mullite Refractories Co The   | Shelton                  | <b>Heat Treating</b>   |                              | <b>Jig Borer</b>  |                         |
| <b>Furniture Pads</b>   |                          | A F Holden Co The 52 Richard St West Haven   | West Haven                   | Moore Special Tool Co (Moore)   | Bridgeport              |
| Gilman Brothers Company The   | Gilman                   | Bennett Metal Treating Co The  | 1945 New Britain Ave         | Jig Grinder   |                         |
| <b>Fuses—Plug and Cartridge</b>   |                          | Driscoll Wire Company The  | Shelton                      | Moore Special Tool Co (Moore)   | Bridgeport              |
| General Electric Company  | Bridgeport               | New Britain-Gridley Machine Division   | New Britain                  | <b>Jointing</b>   |                         |
| <b>Gage Blocks</b>  |                          | The New Britain Machine Co   | New Britain                  | Raybestos Div of Raybestos-Manhattan Inc The (compressed sheet)               | Bridgeport              |
| Fonda Gage Company (Fonda lifetime-carbide and steel)   | Stamford                 | Stanley P Rockwell Co Inc The  | Hartford                     | <b>Key Blanks</b>   |                         |
| <b>Galvanizing</b>  |                          | 296 Homestead Ave  |                              | Corbin Cabinet Lock Div American Hardware Corp                                | New Britain             |
| Malleable Iron Fittings Co  | Branford                 | <b>Heat-Treating Equipment</b>   |                              | Sargent & Company   | New Haven               |
| Wilcox Crittenden & Co Inc  | Middletown               | A F Holden Company The 52 Richard Street   | West Haven (Main Plant)      | Yale & Towne Manufacturing Company The  | Stamford                |
| <b>Galvanizing &amp; Electrical Plating</b>   |                          | Autoyre Company The  | Oakville                     | <b>Labels</b>   |                         |
| Gillette-Vibber Co The  | New London               | Rolock Inc (Baskets, Muffles, etc.)  | Southport                    | J & J Cash Inc (Woven)  | South Norwalk           |
| <b>Gaskets</b>  |                          | Stanley P Rockwell Co Inc The (commercial)   | Hartford                     | Naugatuck Chemical Division United States Rubber Co (for rubber articles)     | Naugatuck               |
| Auburn Manufacturing Company The (from all materials)   | Middletown               | Wallace Barnes Co The Div Associated Spring Corp   | Bristol                      | <b>Label Maltsters</b>  |                         |
| Raybestos Div of Raybestos-Manhattan Inc The  | Bridgeport               | <b>Heat Treating Salts and Compounds</b>   |                              | Better Packages Inc   | Shelton                 |
| <b>Gas Scrubbers, Coolers and Absorbers</b>   |                          | A F Holden Company The   | 52 Richard Street West Haven | <b>Laboratory Equipment</b>   |                         |
| Peabody Engineering Corporation   | Stamford                 | Mitchell-Bradford Chemical Co  | Bridgeport                   | Eastern Industries Inc  | New Haven               |
| <b>Gauges</b>   |                          | Miller Company The (domestic oil burners and heating devices)  | Meriden                      | <b>Laboratory Supplies</b>  |                         |
| Bristol Co The (pressure and vacuum—recording automatic control)  | Waterbury                | <b>Heating and Cooling Coils</b>   |                              | Macalaster Bicknell Company   | New Haven               |
| Fonda Gage Company (special)  | Stamford                 | G & O Manufacturing Co   | New Haven                    | <b>Laces</b>  |                         |
| Helicoid Gage Division American Chain & Cable Co Inc (pressure and vacuum)  | Bridgeport               | <b>Heavy Chemicals</b>   |                              | Wilcox Lace Corp The  | Middletown              |
| <b>Gears and Gear Cutting</b>   |                          | Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil) | Naugatuck                    | <b>Lacquers &amp; Synthetic Enamels</b>                                       |                         |
| Farrel-Birmingham Company Inc   | Ansonia                  | Hex-Socket Screws  |                              | Chemical Coatings Corporation   | Rocky Hill              |
| Hartford Special Machinery Co The   | Hartford                 | Bristol Company The  | Waterbury                    | Dagmar Chemical Company Inc   | Glenbrook               |
| <b>Giftwares</b>  |                          | Holo-Krome Screw Corp The  | West Hartford                | United Chromium Incorporated  | Waterbury               |
| Waterbury Companies Inc   | Waterbury                | <b>Highway Guard Rail Hardware</b>   |                              | Zapon Finishes Atlas Powder Co  | Stamford                |
| <b>Glass Blowing</b>  |                          | Malleable Iron Fittings Co   | Branford                     | <b>Ladders</b>  |                         |
| Macalaster Bicknell Company   | New Haven                | <b>Hinges</b>  |                              | A W Flint Co  | 196 Chapel St New Haven |
| Fletcher-Terry Co The   | Forestville              | Homer D Bronson Company  | Beacon Falls                 | <b>Lamps</b>  |                         |
| <b>Golf Equipment</b>   |                          | ABA Tool & Die Co  | Manchester                   | Plume & Atwood Mfg Co The (metal oil)   | Waterbury               |
| Horton Mfg Co The (clubs, shafts, balls, bags)  | Bristol                  | <b>Hobs and Hobblings</b>  |                              | <b>Lampholders—Incandescent and Fluorescent</b>                               |                         |
| <b>Governors</b>  |                          | Union Mfg Company The  | New Britain                  | General Electric Company  | Bridgeport              |
| Henry & Wright Div Hartford-Empire Co (speed regulating, centrifugal, hydraulic)                                    | Hartford                 | <b>Home Laundry Equipment</b>  |                              | <b>Lamp Shades</b>  |                         |
| <b>Greeting Cards</b>   |                          | General Electric Company   | Bridgeport                   | Verplex Company The   | Essex                   |
| A D Steinbach & Sons Inc  | New Haven                | <b>Hose Supporters</b>   |                              | <b>Lathes—Contin-U-Matic</b>  |                         |
| <b>Grinding</b>   |                          | Ansonia O & C Co   | Ansonia                      | Bullard Company The (vertical multi-spindle—continuous turning type)          | Bridgeport              |
| Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) | 19 Staples St Bridgeport | <b>Hose Supporter Trimmings</b>  |                              | <b>Lathes—Joh Man-Au-Trol</b>   |                         |
| Farrel-Birmingham Company Inc (Roll and Cylindrical)  | Ansonia                  | Hawie Mfg Co The (So-Lo Grip Tabs)   | Bridgeport                   | Bullard Company The (horizontal 3 spindle)                                    | Bridgeport              |
| Hartford Special Machinery Co The (gears, threads, cams and splines)  | Hartford                 | <b>Hospital Signal Systems</b>   |                              | <b>Lathes—Multi-Au-Matic</b>  |                         |
| <b>Grinding Machines</b>  |                          | Connecticut Telephone & Electric Division of Great American Industries Inc                                 | Meriden                      | Bullard Company The (vertical multi-spindle—indexing type)                    | Bridgeport              |
| Farrel-Birmingham Company Inc (Roll)  | Ansonia                  | <b>Hot Water Heaters</b>   |                              | <b>Lathes—Vertical Turret</b>   |                         |
| <b>Grommets</b>   |                          | Petroleum Heat & Power Co (Instantaneous domestic oil burner)  | Stamford                     | Bullard Company The (single spindle)  | Bridgeport              |
| American Brass Company The  | Waterbury                | <b>Hydraulic Brake Fluids</b>  |                              | <b>Laundry Roll Covers</b>  |                         |
| Plume & Atwood Mfg Co The   | Waterbury                | Eis Manufacturing Co   | Middletown                   | Atlas Powder Company (Revolute)   | Stamford                |
| <b>Hand Tools</b>   |                          | <b>Hydraulic Controls</b>  |                              | <b>Lead Plating</b>   |                         |
| Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives)      | Bridgeport               | Sperry Products Inc  | Danbury                      | Christie Plating Co The   | Groton                  |
| James J Ryan Tool Works The (screwdrivers, machinists' punches, cold chisels, scratch awls and nail sets)           | Southington              | <b>Industrial Finishes</b>   |                              | <b>Leather</b>  |                         |
| <b>Hardness Testers</b>   |                          | Chemical Coatings Corporation  | Rocky Hill                   | Herman Roser & Sons Inc (Genuine Pigskin)                                     | Glastonbury             |
| Wilson Mechanical Instrument Company  | Bridgeport               | United Chromium Incorporated   | Waterbury                    | Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede) | Bethel                  |
| <b>Hardware</b>   |                          | Zapon Finishes Atlas Powder Co   | Stamford                     | <b>Leather Dog Furnishings</b>  |                         |
| Bassick Company The (Automotive)  | Bridgeport               | <b>Industrial and Marking Tapes</b>  |                              | Andrew B Hendryx Co The   | New Haven               |
| P & F Corbin Division The American Hardware Corp (builders)   | New Britain              | Seamless Rubber Company The  | New Haven                    | The Smith-Worthington Saddlery Co   | Hartford                |
| Sargent & Company   | New Haven                | <b>Infra-Red Equipment</b>   |                              | <b>Leather Goods Trimmings</b>  |                         |
| Wilcox Crittenden & Co Inc (marine heavy and industrial)  | Middletown               | Leeds Electric and Mfg Co The  | Hartford                     | G E Prentice Mfg Co The   | Kensington              |
| Yale & Towne Manufacturing Company The (builders)   | Stamford                 | <b>Insecticides</b>  |                              | <b>Leather, Mechanical</b>  |                         |
|   |                          | American Cyanamid Company  | Waterbury                    | Auburn Manufacturing Company The (packings, cubs, washers, etc.)              | Middletown              |
|   |                          | Darworth Incorporated ("Coracide" Dispenser)   | Simsbury                     | <b>Letterheads</b>  |                         |
|   |                          | <b>Insecticide Bomb</b>  |                              | Lehman Brothers Inc (designers, engravers, lithographers)                     | New Haven               |
|   |                          | Bridgeport Brass Company (Aer*asol)  | Bridgeport                   | <b>Lighting Accessories—Fluorescent</b>                                       |                         |
|   |                          | <b>Insulated Wire Cords &amp; Cable</b>  |                              | General Electric Company  | Norfolk                 |
|   |                          | Kerite Insulated Wire & Cable Co Inc The   | Seymour                      | <b>Lights—Trouble</b>   |                         |
|   |                          | <b>Instruments</b>   |                              | General Electric Company  | Bridgeport              |
|   |                          | Bristol Company The  | Waterbury                    | <b>Lighting Equipment</b>   |                         |
|   |                          | J-B-T Instruments Inc (Electrical and Temperature)   | New Haven                    | Miller Co The (Miller, Duplexalite, Ivanhoe)                                  | Meriden                 |
|   |                          | Manning Maxwell & Moore Inc  | Bridgeport                   | United Manufacturing Co   | New Haven               |
|   |                          | <b>Insulation</b>  |                              | <b>Lime</b>   |                         |
|   |                          | Gilman Brothers Co The   | Gilman                       | New England Lime Company  | Canaan                  |
|   |                          |  |                              | <b>Lipstick Containers</b>  |                         |
|   |                          |  |                              | Bridgeport Metal Goods Mfg Co   | Bridgeport (Adv.)       |

# I T ' S M A D E I N C O N N E C T I C U T

**Lithographing**  
Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford  
New Haven Printing Company The New Haven  
A D Steinbach & Sons New Haven

**Locks—Banks**  
Yale & Towne Manufacturing Company The Stamford

**Locks—Builders**  
P & F Corbin Division The American Hardware Corp New Britain  
Sargent & Company New Haven  
Yale & Towne Manufacturing Company The Stamford

**Locks—Cabinet**  
Corbin Cabinet Lock Div American Hardware Corp New Britain  
Excelsior Hardware Co The Stamford  
Yale & Towne Manufacturing Company The Stamford

**Locks—Special Purpose**  
Yale & Towne Manufacturing Company The Stamford

**Locks—Suit-Case and Trimmings**  
Corbin Cabinet Lock Div American Hardware Corp New Britain  
Excelsior Hardware Co The Stamford  
Yale & Towne Manufacturing Company The Stamford

**Locks—Trunk**  
Yale & Towne Manufacturing Company The Stamford  
Excelsior Hardware Co The Stamford  
Yale & Towne Manufacturing Company The (and suitcase) Stamford

**Locks—Zipper**  
Excelsior Hardware Co The Stamford

**Loom—Non-Metallic**  
Wiremold Company The Hartford

**Luggage Fabric**  
Falls Company The Norwich

**Lumber & Millwork Products**  
City Lumber Co of Bridgeport Inc Bridgeport  
Collins Company The Collinsville

**Machine Tools**  
Bullard Company The Bridgeport

**Machine Work**  
Farrel-Birmingham Company Inc Ansonia  
Fenn Manufacturing Company The (precision parts) Hartford  
Hartford Special Machinery Co The (contract work only) Hartford  
National Sherardizing & Machine Co (job) Hartford  
Parker Stamp Works Inc The (Special) Hartford  
Swan Tool & Machine Co The Hartford  
Torrington Manufacturing Co The (special rolling mill machinery) Torrington

**Machinery**  
Fenn Manufacturing Company The (Special) Hartford  
Globe Tapping Machine Company (dial type drilling and tapping) Bridgeport  
Hallden Machine Company The (mill) Thomaston  
Standard Machinery Co The (bookbinders) Mystic  
Torrington Manufacturing Co The (mill) Torrington

**Machinery—Bolt and Nut**  
Waterbury Farrel Foundry & Machine Co The Waterbury

**Machinery—Cold Heading**  
Waterbury Farrel Foundry & Machine Co The Waterbury

**Machinery Dealers & Rebuilders**  
Botwinik Brothers New Haven  
J L Lucas and Son Fairfield

**Machinery—Metal-Working**  
Bristol Metal-Working Equipment Hartford  
Waterbury Farrel Foundry & Machine Co The Waterbury

**Machinery—Nut**  
Waterbury Farrel Foundry & Machine Co The (forming and tapping) Waterbury

**Machinery—Screw and Rivet**  
Waterbury Farrel Foundry & Machine Co The Waterbury

**Machinery—Wire Drawing**  
Waterbury Farrel Foundry & Machine Co The Waterbury

**Machines**  
Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport  
Coulter & McKenzie Machine Co The (special, new development engineering design and construction) Bridgeport  
Patent Button Company The Waterbury

**Machines—Automatic**  
A H Nilson Mach Co The (Special) Bridgeport

**Machines—Automatic Chucking**  
Bullard Company The Bridgeport  
New Britain-Gridley Machine Division The New Britain Machine Co. (multiple spindle and double end) New Britain

**Machines—Automatic Screw**  
New Britain-Gridley Machine Division The New Britain Machine Co (single and multiple spindle) New Britain

**Machines—Automatic Shaft Turning**  
Bullard Company The (30H lathe—horizontal 3 spindle) Bridgeport

**Machines—Conveyor**  
Bullard Company The (Bullard-Dunn rotary conveyor indexing type) Bridgeport

**Machines—Contin-U-Matic**  
Bullard Company The (vertical multi-spindle—continuous turning) Bridgeport

**Machines—Draw Benches**  
Fenn Manufacturing Company The Hartford

**Machines—Drill Spacing**  
Bullard Company The (Man-Au-Trol spacer—used in conjunction with radial drills) Bridgeport

**Machines—Drop Hammers**  
Fenn Manufacturing Company The Hartford

**Machines—Forming**  
A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport

**Machines—Mult-Au-Matic**  
Bullard Company The Bridgeport

**Machines—Paper Ruling**  
John McAdams & Sons Inc Norwalk

**Machines—Precision Boring**  
New Britain-Gridley Machine Division The New Britain Machine Co New Britain

**Machines—Rolling**  
Fenn Manufacturing Company The Hartford

**Machines—Slotting**  
Waterbury Farrel Foundry & Machine Co The (screw head) Waterbury

**Machines—Swaging**  
Fenn Manufacturing Company The Hartford

**Machines—Thread Rolling**  
Hartford Special Machinery Co The Hartford  
Waterbury Farrel Foundry & Machine Co The Waterbury

**Machines—Turks Head**  
Fenn Manufacturing Company The Hartford

**Machines—Well Drilling**  
Consolidated Industries West Cheshire

**Machines—Wire Drawing**  
Fenn Manufacturing Company The Hartford

**Mail Boxes**  
Airline Manufacturing Company The Warehouse Point

**Mail Boxes, Apartment & Residential**  
Corbin Cabinet Lock Div American Hardware Corp New Britain

**Mailing Machines**  
Pitney-Bowes Inc Stamford

**Manicure Instruments**  
W E Bassett Company The Derby

**Manganese Bronze Ingot**  
Whipple and Choate Company Bridgeport

**Marine Engines**  
Kilborn-Sauer Company (running lights and searchlights) Fairfield  
Lathrop Engine Co The Mystic

**Marine Equipment**  
Wilcox Crittenden & Co Inc Middletown

**Marine Reverse Gears**  
Snow-Nabstedt Gear Corp The New Haven

**Marking Devices**  
Hoggson & Pettis Mfg Co The New Haven  
Parker Stamp Works Inc The (steel) Hartford

**Matrices**  
W T Barnum & Co Inc New Haven

**Mattresses**  
Waterbury Mattress Co Waterbury

**Mechanics Hand Tools**  
Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport

**Metal Boxes and Displays**  
Durham Manufacturing Company The Durham

**Metal Cleaners**  
Apothecaries Hall Co Waterbury  
MacDermid Incorporated Waterbury

**Metal Cleaning Machines**  
Colt's Manufacturing Company Hartford

**Metal Finishes**  
Mitchell-Bradford Chemical Co Bridgeport  
United Chromium Incorporated Waterbury

**Metal Finishing**  
National Sherardizing & Machine Co Hartford  
Waterbury Plating Company Waterbury

**Metal Formings**  
Master Engineering Company West Cheshire

**Metallizing**  
Conn Metal Finishing Co Hamden

**Metal Novelties**  
H C Cook Co The 32 Beaver St Ansonia

**Metal Products—Stampings**  
American Brass Company The Waterbury  
J H Sessions & Son Bristol  
Scovill Manufacturing Company (Made-to-Order) Waterbury 91

**Metal Specialties**  
Excelsior Hardware Co The Stamford

**Metal Stampings**  
American Brass Company The Waterbury  
Autoyre Co The (Small) Oakville  
Bridgeport Chain & Mfg Co Bridgeport  
DooVal Tool & Mfg Inc The Naugatuck  
Excelsior Hardware Co The Stamford  
Greist Mfg Co The 303 Blake St New Haven  
H C Cook Co The 32 Beaver St Ansonia  
Master Engineering Company West Cheshire  
J A Otterbein Company The (metal fabrications) Middletown  
J H Sessions & Son Bristol  
Patent Button Co The Waterbury  
G E Prentice Mfg Co The Kensington  
Plume & Atwood Mfg Co The Waterbury  
Saling Manufacturing Company Unionville  
Stanley Works The New Britain  
Swan Tool & Machine Co The Hartford  
Verplex Company The (Contract) Hartford  
Waterbury Lock & Specialty Co The Milford

**Meters—Gas**  
Sprague Meter Company Bridgeport

**Meters—Parking**  
Rhodes Inc M H Hartford

**Microscope—Measuring**  
Lundberg Engineering Company Hartford

**Milk Bottle Carriers**  
John P Smith Co The 423-33 Chapel St New Haven

**Millwork**  
Hartford Builders Finiah Co Hartford

**Millboard**  
Raybestos Div of Raybestos-Manhattan Inc The (asbestos) Bridgeport

**Milling Machines**  
Rowbottom Machine Company Inc (cam) Waterbury

**Mill Supplies**  
Wilcox Crittenden & Co Inc Middletown

**Minute Minders**  
Lux Clock Mfg Co The Waterbury

**Mirror Rosettes and Hangers**  
Waterbury Companies Inc Waterbury

**Mixing Equipment**  
Eastern Industries Inc New Haven

**Monuments**  
Beij & Williams Co The Hartford

**Motor Switches**  
Gaynor Electric Company Inc Bridgeport

**Moulded Plastic Products**  
Colt's Manufacturing Company Hartford  
Patent Button Co The Waterbury  
Waterbury Companies Inc Waterbury  
Watertown Mfg Co The 117 Echo Lake Road Watertown

**Mouldings**  
Himmel Brothers Co The (architectural, metal and store front) Hamden

**Moulds**  
ABA Tool & Die Co Manchester  
Hoggson & Pettis Mfg Co The (steel) New Haven  
114 Brewery St New Haven  
Lundberg Engineering Company (plastics) Hartford

**Parker Stamp Works Inc The (compression injection & transfer for plastics) Hartford**  
Sessions Foundry Co The (heat resisting for non-ferrous metals) Bristol

**Napper Clothing**  
Standard Card Clothing Co The (for textile mills) Stafford Springs

**Nettings**  
Wilcox Lace Corp The Middletown

**Nickel Anodes**  
Apothecaries Hall Co Waterbury  
Seymour Mfg Co The Seymour

**Nickel Silver**  
American Brass Company The Waterbury  
Plume & Atwood Mfg Co The Seymour  
Seymour Mfg Co The Seymour

**Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury**  
Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven

**Nickel Silver Ingot**  
Whipple and Choate Company The Bridgeport

**Night Latches**  
P & F Corbin Division The American Hardware Corp New Britain  
Sargent & Company New Haven  
Yale & Towne Manufacturing Company The Stamford

**Non-ferrous Metal Castings**  
Miller Company The Meriden

**Nuts, Bolts and Washers**  
Clark Brothers Bolt Co Milldale (Advt.)

# IT'S MADE IN CONNECTICUT

**Office Equipment**  
 Pitney-Bowes Inc Stamford  
 Underwood Corporation Bridgeport & Hartford  
**Offset Printing**  
 Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford  
 New Haven Printing Company The New Haven

**Oil Burners**  
 Malleable Iron Fittings Co (domestic) Branford  
 Miller Company The (domestic) Meriden  
 Peabody Engineering Corp (Mechanical and /or Steam Atomizer) Stamford  
 Petroleum Heat & Power Co (domestic, commercial and industrial) Stamford  
 Silent Glow Oil Burner Corp The Hartford  
 1477 Park St  
 W S Rockwell Company (Industrial) Fairfield

**Oil Burner Wick**  
 Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

**Oil Tanks**  
 Norwalk Tank Co The (550 to 30M gals, underwriters above and under ground) South Norwalk  
 Whitlock Manufacturing Co The Hartford

**Optical Cores & Ingots**  
 Plume & Atwood Mfg Co The Thomaston

**Outlets—Electric**  
 General Electric Company Bridgeport

**Ovens**  
 W S Rockwell Company (Industrial) Fairfield

**Package Sealers**  
 Better Packages Inc Shelton

**Packing**  
 Auburn Manufacturing Company The (leather, rubber, asbestos fibre) Middletown  
 Raybestos Div of Raybestos-Manhattan Inc The (rubber sheet and automotive) Bridgeport

**Padlocks**  
 Corbin Cabinet Lock Div American Hardware Corp New Britain  
 Sargent & Company New Haven  
 Yale & Towne Manufacturing Company The Stamford

**Paints and Enamels**  
 Waterbury Lock & Specialty Co The Milford

**Pants**  
 Tredennick Paint Mfg Co The Meriden

**Paperboard**  
 Gair Company Inc Robert Montville  
 New Haven Pulp & Board Co The New Haven  
 Robertson Paper Box Co Montville

**Paper Boxes**  
 Atlantic Carton Corp (folding) Norwich  
 National Folding Box Co Inc (folding) New Haven

**Paper Boxes—Folding and Setup**  
 New Haven Pulp & Board Co The New Haven  
 Robertson Paper Box Co (folding) Montville

**Paper Clips**  
 Bridgeport Paper Box Company Bridgeport  
 M Backes' Sons Inc Wallingford  
 Warner Brothers Company The Bridgeport

**Paper Mill Machinery**  
 H C Cook Co The (steel) 32 Beaver St Ansonia

**Paper Tubes and Cores**  
 Farrel-Birmingham Company Inc Ansonia  
 Sonoco Products Co (Climax-Lowell Div) Mystic

**Parallel Tubes**  
 Sonoco Products Co (Climax-Lowell Div) Mystic

**Parkerizing**  
 Clairglow Mfg Company Portland

**Parking Meters**  
 Rhodes Inc M H Hartford

**Pattern-Makers**  
 Farrel-Birmingham Company Inc Ansonia

**Penlights**  
 Bridgeport Metal Goods Mfg Co Bridgeport

**Pet Furnishings**  
 Andrew B Hendryx Co The New Haven

**Pharmaceutical Specialties**  
 Ernst Bischoff Company Inc Ivoryton

**Phosphor Bronze**  
 American Brass Company The Waterbury  
 Miller Company The (sheets, strips, rolls) Meriden

**Phosphor Bronze Ingots**  
 Seymour Mfg Co The Seymour  
 Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury

**Photographic Equipment**  
 Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven

**Photographic Equipment**  
 Whipple and Choate Company The Bridgeport

**Photographic Equipment**  
 Kalart Company Inc Plainville

**Photo Reproduction**  
 New Haven Printing Company The New Haven

**Piano Repairs**  
 Pratt Read & Co Inc (keys and action) Ivoryton

**Piano Supplies**  
 Pratt Read & Co (keys and actions, backs, plates) Ivoryton

**Pile Fabrics**  
 Sidney Blumenthal & Co Inc (For furniture, automobiles, railroads, women's wear, toys) Shelton

**Pin Up Lamps**  
 Verplex Company The Essex

**Pipe**  
 American Brass Co The (brass and copper) Waterbury

**Pipe Fittings**  
 Bridgeport Brass Co (brass & copper) Bridgeport

**Pipe Plugs**  
 Chas Brass & Copper Co (red brass and copper) Waterbury  
 Crane Company (fabricated) Bridgeport  
 Howard Co (cement well and chimney) New Haven

**Pipe Plugs—Socketed**  
 Holo-Krome Screw Corp The West Hartford

**Plastics**  
 Naugatuck Chemical Division United States Rubber Co Naugatuck  
 Sponge Rubber Products Co Inc (expanded cellular) Shelton

**Plastic Buttons**  
 Colt's Manufacturing Company Hartford  
 Frank Parizek Manufacturing Co The West Willington

**Plastic Gems**  
 Waterbury Companies Inc Waterbury  
 Patent Button Co The Waterbury

**Plastic Machinery**  
 Colt's Manufacturing Company Hartford

**Plastic Moulders**  
 Farrel-Birmingham Company Inc Ansonia

**Plastics—Moulds & Dies**  
 Colt's Manufacturing Company Hartford  
 Conn Plastics Waterbury  
 General Electric Company Meriden  
 Geo S Scott Mfg Co The Wallingford  
 Waterbury Companies Inc Waterbury  
 Watertown Mfg Co The Watertown

**Plasticrete Bloc**  
 Parker Stamp Works Inc The (for plastics) Hartford

**Plasticrete Corp**  
 Plasticrete Corp Hamden

**Plates—Switch**  
 General Electric Company Bridgeport

**Platers**  
 Christie Plating Co Groton  
 Patent Button Co The Waterbury  
 Waterbury Plating Company Waterbury  
 Chromium Process Company The (Chromium Plating only) Derby

**Platers' Equipment**  
 Apothecaries Hall Company Waterbury  
 MacDermid Incorporated Waterbury

**Platers Metal**  
 Plume & Atwood Mfg Co The Thomaston

**Plating**  
 Christie Plating Co The (including lead plating) Groton  
 Conn Metal Finishing Co Hamden

**Plating Processes and Supplies**  
 United Chromium Incorporated Waterbury

**Plumbers' Brass Goods**  
 Bridgeport Brass Co Bridgeport

**Plumbing Specialties**  
 Keeney Mfg Co The (special bends) Newton  
 Scovill Manufacturing Company Waterbury 48

**Pole Line Hardware**  
 John M Russell Mfg Co Inc Naugatuck

**Police Equipment**  
 Malleable Iron Fittings Co Branford

**Polishing Wheels**  
 The Smith-Worthington Saddlery Co Hartford

**Poly Chokes**  
 Williamsville Buff Div The Bullard, Clark Company Danielson

**Postage Meters**  
 Pitney-Bowes Inc Stamford

**Powdered Metal Products**  
 Powmetco Inc East Port Chester

**Power Presses**  
 Waterbury Companies Inc Waterbury

**Power Presses**  
 Fenn Manufacturing Company The Hartford

**Prefabricated Buildings**  
 City Lumber Co of Bridgeport Inc The Bridgeport

**Preservatives—Wood, Rope, Fabric**  
 Darworth Incorporated ("Cuprinol") Simsbury

**Press Buttons**  
 Gaynor Electric Company Inc Bridgeport

**Presses**  
 Case Brothers Inc Manchester

**Presses—Power**  
 Farrel-Birmingham Company Inc (Hydraulic) Ansonia

**Presses—Power**  
 Henry & Wright Division of Hartford-Empire Company (automatic mechanical) Hartford

**Presses—Power**  
 Standard Machinery Co The (plastic molding, embossing, and die cutting) Mystic

**Pressure Vessels**  
 Waterbury Farrel Foundry & Machine Co The Waterbury

**Pressure Vessels**  
 Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk

**Printing**  
 Whitlock Manufacturing Co The Hartford

**Printing**  
 Case Lockwood & Brainard A Division of Connecticut Printers Inc Hartford

**Printing**  
 Finlay Brothers Hartford  
 Hemmway Corporation The Waterbury  
 Hunter Press Hartford

**Printing**  
 New Haven Printing Company The New Haven

**Printing**  
 Taylor & Greenough Co The Hartford

**Printing**  
 T B Simonds Inc Hartford

**Printing**  
 A D Steinbach & Sons New Haven

**Printing**  
 The Walker-Rackliff Company New Haven

**Printing**  
 Banthin Engineering Co (automatic) Bridgeport

**Printing**  
 Thomas W Hall Company Stamford

**Printing**  
 Chambers-Storck Company Inc The (engraved) Norwich

**Production Control Equipment**  
 United Cinephone Corporation Torrington

**Production Control Equipment**  
 Wassell Organization (Produc-Trol) Westport

**Production Welding**  
 Consolidated Industries West Cheshire

**Propellers—Aircraft**  
 Hamilton Standard Propellers Div United Aircraft Corp East Hartford

**Pumps**  
 Yale & Towne Manufacturing Company The (Tri-rotor) Stamford

**Pumps—Small Industrial**  
 Eastern Industries Inc New Haven

**Pump Valves**  
 Colt's Manufacturing Company Hartford

**Punches**  
 Hoggson & Pettit Mfg Co The (ticket & cloth) 141 Brewery St New Haven

**Puty Softeners—Electrical**  
 Fletcher Terry Co The Box 415 Forestville

**Pyrometers**  
 Bristol Co The (recording and controlling) Waterbury

**Quartz Crystals**  
 Crystal Research Laboratories Inc Hartford

**Radiation-Finned Copper**  
 Bush Manufacturing Co West Hartford

**Radiation-Finned Copper**  
 G & O Manufacturing Company The New Haven

**Radiation-Finned Copper**  
 Vulcan Radiator Co The (steel and copper) Hartford

**Radiators—Engine Cooling**  
 G & O Manufacturing Co New Haven

**Radio and Television Components**  
 General Electric Company Bridgeport

**Radio Receivers**  
 General Electric Company Bridgeport

**Rayon Specialties**  
 Hartford Rayon Corporation The Rocky Hill

**Rayon Yarns**  
 Hartford Rayon Corporation The Rocky Hill

**Reamers**  
 O K Tool Co Inc The (inserted tooth) 33 Hull St Shelton

**Recorders**  
 Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury

**Reduction Gears**  
 Farrel-Birmingham Company Inc Ansonia

**Refractories**  
 Snow-Nabstedt Gear Corp The New Haven

**Regulators**  
 Howard Company New Haven

**Regulators**  
 Norwalk Valve Company (for gas and air) South Norwalk

**Resistance Wire**  
 Sorensen & Company Inc Stamford

**Resistors**  
 C O Jelliff Mfg Co The (nickel, chromium, kanthal) Southport

**Resistors**  
 American Optical Company Safety Division Putnam

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 American Optical Company Safety Division Putnam



# IT'S MADE IN CONNECTICUT

|  |                            |  |                        |  |                  |
|--|----------------------------|--|------------------------|--|------------------|
| <b>Retainers</b>   |                            | <b>Scales—Industrial Dial</b>  |                        | <b>Shoe and Corset Laces</b>   |                  |
| Hartford Steel Ball Co The (bicycle & automotive)  | Hartford                   | Kron Company The   | Bridgeport             | Ansonia O & C Co   | Ansonia          |
| <b>Riveting Machines</b>   |                            | <b>Scissors</b>  |                        | <b>Showcase Lighting Equipment</b>   |                  |
| Grant Mfg & Machine Co The   | Bridgeport                 | Acme Shear Company The   | Bridgeport             | Wiremold Company The   | Hartford         |
| H P Townsend Manufacturing Co The  | Waterville                 | <b>Screens</b>   |                        | <b>Shower Stalls</b>   |                  |
| L-R Mfg Div of The Ripley Co   | Elmwood                    | Hartford Wire Works Co The (Windows, Doors and Porches)                    | Hartford               | Dextone Company  | New Haven        |
| Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment)                     | Bridgeport                 | <b>Screw Caps</b>  |                        | <b>Signals</b>   |                  |
| <b>Rivets</b>  |                            | Weimann Bros Mfg Co The (the small for bottles)                            | Derby                  | H C Cook Co The (for card files)   | Ansonia          |
| Blake & Johnson Co The (brass, copper and non-ferrous)                                     | Waterville                 | <b>Screw Machines</b>  |                        | <b>Sizing and Finishing Compounds</b>  |                  |
| Clark Brothers Bolt Co   | Milldale                   | H P Townsend Mfg Company The   | Elmwood                | American Cyanamid Company  | Waterbury        |
| Connecticut Manufacturing Company The  | Waterbury                  | <b>Screw Machine Accessories</b>   |                        | <b>Slide Fasteners</b>   |                  |
| Plume & Atwood Mfg Co The  | Waterbury                  | Barnaby Manufacturing and Tool Company                                     | Bridgeport             | G E Prentice Mfg Co The  | Keenington       |
| J H Sessions & Sons  | Bristol                    | <b>Screw Machine Products</b>  |                        | North & Judd Manufacturing Co  | New Britain      |
| Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) | Bridgeport                 | Apex Tool Co Inc The   | Bridgeport             | Patent Button Co The   | Waterbury        |
| Raybestos Div of Raybestos-Manhattan Inc The (iron)  | Bridgeport                 | Blake & Johnson Co The   | Waterville             | <b>Silings</b>   |                  |
| <b>Roasters—Electric</b>   |                            | Bristol Screw Corporation  | Plainville             | American Steel & Wire Company  | New Haven        |
| General Electric Company   | Bridgeport                 | Centerless Grinding Co Inc The (Heat treated and ground type only)         | Bridgeport             | <b>Smoke Stacks</b>  |                  |
| <b>Rods</b>  |                            | 19 Staples Street  | Bridgeport             | Bigelow Company The (steel)  | New Haven        |
| American Brass Company The (copper, brass, bronze)   | Waterbury                  | Connecticut Manufacturing Company The                                      | Waterbury              | <b>Soap</b>  |                  |
| Bristol Brass Corp The (brass and bronze)  | Bristol                    | Consolidated Industries  | West Cheshire          | J B Williams Co The (industrial soaps, toilet soaps, shaving soaps)              | Glastonbury      |
| Scovill Manufacturing Company (brass and bronze)   | Waterbury 91               | Eastern Machine Screw Corp The   | New Haven              | <b>Solder—Soft</b>   |                  |
| <b>Roller Skates</b>   |                            | Truman & Barclay Sts   | Winsted                | Torrey S Crane Company   | Plantville       |
| Winchester Repeating Arms Company Division   | New Haven                  | Fairchild Screw Products Inc   | Hartford               | <b>Special Machinery</b>   |                  |
| Olin Industries Inc  | New Haven                  | Franklin Screw Machine Co The (up to 1 1/4" capacity)                      | Hartford               | Farrel-Birmingham Company Inc  | Ansonia          |
| <b>Rolling Mills and Equipment</b>   |                            | Greist Mfg Co The (Up to 1 1/4" capacity)                                  | New Haven              | Henry & Wright Division of Hartford-Empire Company                               | Hartford         |
| Farrel-Birmingham Company Inc  | Ansonia                    | Humason Mfg Co The   | Forestville            | H P Townsend Mfg Company The   | Elmwood          |
| Waterbury Farrel Foundry & Machine Co The  | Waterbury                  | Low Mfg Co The   | Wethersfield           | Lundberg Engineering Company   | Hartford         |
| <b>Rolls</b>   |                            | National Automatic Products Company The                                    | Berlin                 | National Sherardizing & Machine Co (mandrels & stock shells for rubber industry) | Hartford         |
| Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel)                              | Ansonia                    | Nelson's Screw Machine Products  | Plantville             | Swan Tool & Machine Co The   | Hartford         |
| <b>Rope Wire</b>   |                            | New Britain Machine Company The  | New Britain            | <b>Special Parts</b>   |                  |
| American Steel & Wire Company  | New Haven                  | Olson Brothers Company (up to 1 1/4" capacity)                             | Plainville             | Greist Mfg Co The (small machines, especially precision stampings)               | New Haven        |
| <b>Rubber Chemicals</b>  |                            | Peck Spring Co The   | Waterbury              | J H Sessions & Son   | Bristol          |
| Naugatuck Chemical Division  | United States              | Plume & Atwood Mfg Co The  | Waterbury              | <b>Special Industrial Locking Devices</b>  |                  |
| Rubber Co  | Naugatuck                  | Scovill Manufacturing Company  | Waterbury 91           | Corbin Cabinet Lock Div American Hardware Corp                                   | New Britain      |
| Stamford Rubber Supply Co The ("Factice")  | Stamford                   | Wallace Metal Products Co Inc  | New Haven              | <b>Special Tools &amp; Dies</b>  |                  |
| Vulcanized Vegetable Oils  | Stamford                   | Waterbury Machine Tools & Products Co (B & S & Swiss type automatic)       | Waterbury              | Lundberg Engineering Company   | Hartford         |
| <b>Rubber—Cellular</b>   |                            | Watkins Manufacturing Co Inc   | Millford               | <b>Spinnings</b>   |                  |
| Sponge Rubber Products Co Inc  | Shelton                    | <b>Screw Machine Tools</b>   |                        | Gray Manufacturing Company The   | Hartford         |
| <b>Rubberized Fabrics</b>  |                            | American Cam Company Inc (Circular Form Tools)                             | Hartford               | <b>Sponge Rubber</b>   |                  |
| Duro-Gloss Rubber Co The   | New Haven                  | Somma Tool Co (precision circular form tools)                              | Waterbury              | Sponge Rubber Products Co The  | Shelton          |
| <b>Rubber Footwear</b>   |                            | <b>Screws</b>  |                        | United States Rubber Company   | Naugatuck        |
| Goodyear Rubber Co The   | Middletown                 | American Screw Company   | Willimantic            | Spring Coilings Machines   | Bristol          |
| United States Rubber Company (Keds, Keddies, Gaytees, U S Royal Footwear)                  | Naugatuck                  | Atlantic Screw Works (wood)  | Hartford               | Bowden Engineering Co (Torsion)  | Bristol          |
| <b>Rubber Gloves</b>   |                            | Blake & Johnson Co The (machine and wood)                                  | Waterville             | Torrington Manufacturing Co The  | Torrington       |
| Seamless Rubber Company The  | New Haven                  | Bristol Company The (socket set and socket cap screws)                     | Waterbury              | <b>Spring Units</b>  |                  |
| Danbury Rubber Co Inc The  | Danbury                    | Charles Parker Co The (wood)   | Meriden                | Owen Silent Spring Co Inc (mattresses and furniture)                             | Bridgeport       |
| <b>Rubber Latex Compounds and Dispersions</b>  |                            | Clark Brothers Bolt Co   | Milldale               | <b>Spring Washers</b>  |                  |
| Naugatuck Chemical Division  | United States              | Connecticut Mfg Co The (machine)   | Waterbury              | Wallace Barnes Co The Div Associated Spring Corp                                 | Bristol          |
| Rubber Co (coating, impregnating and adhesive compounds)                                   | Naugatuck                  | Holo-Krome Screw Corporation The (socket set and socket cap)               | West Hartford          | <b>Spring—Coil &amp; Flat</b>  |                  |
| <b>Rubber Mill Machinery</b>   |                            | Scovill Manufacturing Company  | Waterbury 91           | Foursome Manufacturing Company   | Bristol          |
| Farrel-Birmingham Company Inc  | Ansonia                    | <b>Screws—Socket</b>   |                        | Wallace Barnes Co The Div Associated Spring Corp                                 | Bristol          |
| <b>Rubber Products, Mechanical</b>   |                            | Allen Manufacturing Company The  | Hartford               | New England Spring Manufacturing Company   | Unionville       |
| Auburn Manufacturing Company The (washers, gaskets, molded parts)                          | Middletown                 | Holo-Krome Screw Corp The  | West Hartford          | <b>Spring—Furniture</b>  |                  |
| Canfield Co The H O  | Bridgeport                 | <b>Sealing Tape Machines</b>   |                        | Owen Silent Spring Co Inc  | Bridgeport       |
| <b>Rubber—Reclaimed</b>  |                            | Better Packages Inc  | Shelton                | <b>Spring—Wire</b>   |                  |
| Naugatuck Chemical Division  | United States              | <b>Sewing Machines</b>   |                        | Colonial Spring Corporation The  | Hartford         |
| Rubber Co  | Naugatuck                  | Greist Mfg Co The (Sewing machine attachments)                             | 503 Blake St New Haven | Connecticut Spring Corporation The (compression, extension, torsion)             | Hartford         |
| <b>Rubber Sales</b>  |                            | Morrow Machine Co The (Industrial)   | Hartford               | D R Templeman Co (jewelry)   | Plainville       |
| Danbury Rubber Co Inc The  | Danbury                    | Singer Manufacturing Company The (Industrial)                              | Bridgeport             | Foursome Manufacturing Company   | Bristol          |
| <b>Rubber Tile</b>   |                            | <b>Shaving Soaps</b>   |                        | J W Bernston Company (coil and torsion)  | Plainville       |
| Danbury Rubber Co Inc The  | Danbury                    | J B Williams Co The  | Glastonbury            | New England Spring Mfg Co  | Unionville       |
| <b>Rubbish Burners</b>   |                            | Acme Shear Co The (household)  | Bridgeport             | Wallace Barnes Co The Div Associated Spring Corp                                 | Bristol          |
| John P Smith Co The  | 423-33 Chapel St New Haven | Wolcott Tool and Manufacturing Company Inc                                 | Waterbury              | <b>Spring—Wire &amp; Flat</b>  |                  |
| <b>Saddlery</b>  |                            | <b>Sheet Metal Products</b>  |                        | Autoyre Company The  | Oakville         |
| The Smith-Worthington Saddlery Co  | Hartford                   | Airline Manufacturing Company The  | Warehouse Point        | <b>Stamped Metal Products</b>  |                  |
| <b>Safety Clothing</b>   |                            | American Brass Co The (brass and copper)                                   | Meriden                | American Brass Company The   | Waterbury        |
| American Optical Company Safety Division   | Putnam                     | Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) | Durham                 | Waterbury Companies Inc  | Waterbury        |
| <b>Safety Fuses</b>  |                            | Plume & Atwood Mfg Co The  | Waterbury              | <b>Stamps</b>  |                  |
| Ensign-Bickford Co The (mining & detonating)   | Simsbury                   | United Advertising Corp Manufacturing Division (Job and Production Runs)   | New Haven              | Hogson & Pettis Mfg Co The (steel)   | New Haven        |
| <b>Safety Gloves and Mittens</b>   |                            | <b>Sheet Metal Stampings</b>   |                        | Parker Stamp Works Inc The (steel)   | Hartford         |
| American Optical Company Safety Division   | Putnam                     | American Brass Company The   | Waterbury              | <b>Stampings</b>   |                  |
| <b>Safety Goggles</b>  |                            | American Buckle Co The   | West Haven             | Donahue Mfg Co Inc   | Watertown        |
| American Optical Company Safety Division   | Putnam                     | DooVal Tool & Mfg Inc The  | Naugatuck              | DooVal Tool & Mfg Inc The  | Naugatuck        |
| <b>Sandblasting</b>  |                            | J H Sessions & Son   | Bristol                | Han-Dee Spring and Manufacturing Co The (small)                                  | Hartford         |
| Beij & Williams Co The   | Hartford                   | Patent Button Co The   | Waterbury              | Plume & Atwood Mfg Co The (small)  | Waterbury        |
| <b>Sandwich Grills—Electric</b>  |                            | Plume & Atwood Mfg Co The  | Waterbury              | <b>Stampings—Small</b>   |                  |
| General Electric Company   | Bridgeport                 | <b>Shipment Sealers</b>  |                        | Foursome Manufacturing Company   | Bristol          |
| <b>Saw Blades</b>  |                            | Better Packages Inc  | Shelton                | Greist Manufacturing Co The  | New Haven        |
| Capewell Mfg Co The (Hack Saw, Band Saw)   | Hartford                   |  |                        | L C White Company The  | Waterbury (Adv.) |
| <b>Saws, Band, Metal Cutting</b>   |                            |  |                        |  |                  |
| Atlantic Saw Mfg Co  | New Haven                  |  |                        |  |                  |



# IT'S MADE IN CONNECTICUT

## Stampings—Small (Continued)

Master Engineering Company West Cheshire  
Rogers Corporation (Fibre Cellulose Paper) Manchester  
Wallace Barnes Co The Div Associated Spring Corp<sup>®</sup> Bristol

**Stationary Specialties**  
American Brass Company The Waterbury  
Waterbury Companies Inc Steel Waterbury  
Stanley Works The (hot and cold rolled strip) New Britain

**Steel Castings**  
Farrel-Birmingham Company Inc Ansonia  
Hartford Electric Steel Co The (carbon and alloy steel) 540 Flatbush Ave Hartford  
Malleable Iron Fittings Co Branford  
Nutmeg Crucible Steel Co Branford

**Steel—Cold Rolled Spring**  
Wallace Barnes Co The Div Associated Spring Corp Bristol

**Steel—Cold Rolled Stainless**  
Wallingford Steel Company Wallingford  
**Steel—Cold Rolled Strip and Sheets**  
American Steel & Wire Company New Haven  
Wallingford Steel Company Wallingford

**Steel Goods**  
Merriam Mfg Co (sheets products to order) Durham

**Steel Rolling Rules**  
Waterbury Lock & Specialty Co The Milford

**Steel Strapping**  
Stanley Works The New Britain

**Stereotypes**  
W T Barnum & Co Inc New Haven

**Stop Clocks, Electric**  
H C Thompson Clock Co The Bristol

**Straps, Leather**  
Auburn Manufacturing Company The (textile, industrial, skate, carriage) Middletown

**Studio Couches**  
Waterbury Mattress Co Waterbury

**Super Refractories**  
Mullite Refractories Co The Shelton

**Surface Metal Raceways & Fittings**  
Wiremold Company The Hartford

**Surgical Dressings**  
Acme Cotton Products Co Inc East Killingly  
Seamless Rubber Company The New Haven

**Surgical Rubber Goods**  
Seamless Rubber Company The New Haven

**Switches—Electric**  
General Electric Company Bridgeport

**Swaging Machinery**  
Hartford Special Machinery Co The Hartford

**Switchboards**  
Plainville Electrical Products Company Plainville

**Switchboards Wire and Cables**  
Rockbestos Products Corp (asbestos insulated) New Haven

**Synchronous Motors**  
R W Cramer Company Inc The Centerbrook

**Tanks**  
Bigelow Company The (steel) New Haven  
Storts Welding Company (steel and alloy) Meriden

**Tape**  
Russell Mfg Co The Middletown

**Tap Extractors**  
Walton Company The West Hartford

**Taps, Collapsing**  
Geometric Tool Co The New Haven

**Tarred Lines**  
Brownell & Co Inc Moodus

**Telemetering Instruments**  
Bristol Co The Waterbury

**Television Receivers**  
General Electric Company Bridgeport

**Tests Inc**  
Sperry Products Inc Danbury

**Textile Machinery**  
Merrow Machine Co The 2814 Laurel St Hartford

**Textile Mill Supplies**  
Ernst Bischoff Company Inc Ivoryton

**Textile Processors**  
American Dyeing Corporation (rayon, acetate) Rockyville  
Aspinook Corp The (cotton) Jewett City

**Thermometers**  
Bristol Co The (recording and automatic control) Waterbury  
Manning Maxwell & Moore Inc Bridgeport

**Thermostats**  
Bridgeport Thermostat Company Inc (automatic) Bridgeport

**Thin Gauge Metals**  
Plume & Atwood Mfg Co The Thomaston  
Thinsheet Metals Co The (plain or rolled) Waterbury

**Thread**  
American Thread Co Willimantic  
The Belding Heminway Corticelli Putnam

## Thread (Continued)

Gardner Hall Jr Co The (cotton sewing) South Willimantic  
Max Pollack & Co Inc Groton and Willimantic  
Wm Johl Manufacturing Co Mystic

**Thread Rolling Machinery**  
Hartford Special Machinery Co The Hartford

**Threading Machines**  
Grant Mfg & Machine Co The (double and automatic) Bridgeport

**Time Recorders**  
Stromberg Time Corp Thomaston

**Timers, Interval**  
A W Haydon Co The Waterbury  
H C Thompson Clock Co The Bristol  
R W Cramer Company Inc The Centerbrook  
Rhodes Inc M H Hartford

**Timing Devices**  
A W Haydon Co The Waterbury  
R W Cramer Company Inc The Centerbrook  
Lux Clock Manufacturing Company Waterbury  
Rhodes Inc M H Hartford  
Seth Thomas Clocks Thomaston

**Timing Devices & Time Switches**  
United States Time Corporation The Waterbury

**Tools**  
A W Haydon Co The Waterbury  
Lux Clock Manufacturing Company Waterbury  
M H Rhodes Inc Hartford

**Tinning**  
Thinsheet Metals Co The (non-ferrous metals in rolls) Waterbury  
Wilcox Crittenden & Co Inc Middletown

**Toys**  
Hoggsan & Pettis Mfg Co The (rubber workers) 141 Brewery St New Haven  
O K Tool Co Inc The (inserted tooth metal cutting) 33 Hull St Shelton

**Tool Chests**  
Vanderman Manufacturing Co The Willimantic

**Tools & Dies**  
Moore Special Tool Co Bridgeport  
Swan Tool & Machine Co The Hartford

**Tools, Dies & Fixtures**  
Fonda Gage Company (also jigs) Stamford  
Greist Mfg Co The New Haven

**Tools, Hand & Mechanical**  
Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties) Bridgeport

**Toys**  
A C Gilbert Company New Haven  
Geo S Scott Mfg Co The Wallingford  
Gony Bell Co The East Hampton

**Tramways**  
N N Hill Brass Co The East Hampton

**Trucks—Commercial**  
Waterbury Companies Inc Waterbury

**Trucks—Industrial**  
Metropolitan Body Company (International Harvester truck chassis and "Metro" bodies) Bridgeport

**Trucks—Lift**  
George P Clark Co Windsor Locks

**Trucks—Skid Platforms**  
Excelsior Hardware Co The Stamford  
George P Clark Co Windsor Locks

**Tube Bending**  
Excelsior Hardware Co The (lift) Stamford

**Tube Clips**  
Donahue Mfg Co Inc Watertown

**Tube Fittings**  
H C Cook Co The (for collapsible tubes) 32 Beaver St Ansonia  
Weimann Bros Mfg Co The (for collapsible tubes) Derby

**Tube Fittings**  
Scovill Mfg Co ("Uniflare") Waterbury

**Tubing—Heat Exchanger**  
American Brass Co The (brass and copper) Waterbury  
Bridgeport Brass Company (brass and copper) Bridgeport

**Typewriters**  
G & O Manufacturing Co (finned) New Haven  
Scovill Manufacturing Company (Brass and Copper) Waterbury 91

**Typewriters—Portable**  
American Brass Company The Waterbury  
Scovill Manufacturing Company Waterbury 91

**Typewriter Ribbons and Supplies**  
Royal Typewriter Co Inc Hartford  
Underwood Corporation Hartford

**Underclearer Rolls**  
Underwood Corporation Hartford and Bridgeport

**Underclearer Rolls**  
Sonoco Products Co (Climax-Lowell Div) Mystic

**Uniform Buttons**  
Waterbury Companies Inc Waterbury

**Union Pipe Fittings**  
Corley Co Inc The (300# AAR) Plainville

**Upholstering Fabrics—Woolen & Worsted**  
Broad Brook Company (automobile, airplane, railroad) Broad Brook

**Vacuum Bottles and Containers**  
American Thermos Bottle Co Norwich

**Vacuum Cleaners**  
Electrolux Corporation Old Greenwich  
Spencer Turbine Co The Hartford

**Valves**  
Norwalk Valve Company (sensitive check valves) South Norwalk  
W S Rockwell Company (Industrial) Fairfield

**Valves—Automatic Air**  
Colt's Manufacturing Company Hartford

**Valves—Automobile Tire**  
Beaton & Cadwell Mfg Co New Britain

**Valves—Radiator Air**  
Bridgeport Brass Company Bridgeport

**Valves—Relief & Control**  
Bridgeport Brass Company Bridgeport

**Valves—Safety & Relief**  
Beaton & Cadwell Mfg Co New Britain

**Vanity Boxes**  
Manning Maxwell & Moore Inc Bridgeport

**Varnishes**  
Bridgeport Metal Goods Mfg Co Bridgeport

**Velvets**  
Staminit Corp The New Haven

**Velvets**  
American Velvet Co (owned and operated by A Wimpfheimer & Bro Inc) Stonington  
Leiss Velvet Mfg Co Inc The Willimantic  
Velvet Textile Corporation The (velveteen) West Haven

**Venetian Blinds**  
Findell Manufacturing Company Manchester

**Ventilating Systems**  
Colonial Blower Company Plainville

**Vibrators—Pneumatic**  
New Haven Vibrator Company (industrial) New Haven

**Vices**  
Charles Parker Co The Meriden

**Vices**  
Fenn Manufacturing Company The (Quick Action Vices) Hartford

**Vices**  
Vanderman Manufacturing Co The (Combination Bench Pipe) Willimantic

**Waffle Irons—Electric**  
General Electric Company Bridgeport

**Washers**  
American Felt Co (felt) Glensville

**Washers**  
Auburn Manufacturing Company The (all materials) Middletown

**Washers**  
Blake & Johnson The (brass, copper & non-ferrous) Waterville

**Washers**  
Clark Brothers Bolt Co Milldale

**Washers**  
J H Sessions & Son Bristol

**Washers**  
Plume & Atwood Mfg Co The (brass & copper) Waterbury

**Washers**  
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

**Washers**  
J H Rosenbeck Inc Torrington

**Washers**  
Saling Manufacturing Company (made to order) Unionville

**Washers**  
Sessions Foundry Co The (cast iron) Bristol

**Washers—Felt**  
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

**Washing Machines—Electric**  
General Electric Company Bridgeport

**Watches**  
E Ingraham Co The Bristol

**Watches**  
New Haven Clock and Watch Co The (pocket & wrist) New Haven

**Watches**  
United States Time Corporation The Waterbury

**Water Heaters**  
Whitlock Manufacturing Co The (instantaneous & storage) Hartford

**Water Heaters—Electric**  
Bauer & Company Inc Hartford

**Waterproof Dressings for Leather**  
Viscol Company The Stamford

**Wedges**  
Saling Manufacturing Company (hammer & axe) Unionville

**Welding**  
Farrel-Birmingham Company Inc Ansonia

**Welding**  
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven

**Welding**  
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) Hartford

**Welding**  
Porupine Company The Bridgeport

**Welding—Lead**  
Storts Welding Company (tanks and fabrication) Meriden

**Welding Rods**  
American Brass Company The Waterbury

**Welding Rods**  
Bristol Brass Co The (brass & bronze) Bristol

**Wheels—Industrial**  
George P Clark Co Windsor Locks (Advt.)

## It's Made in Connecticut

(Continued from page 55)

| Wicks   |               |
|---|---------------|
| Auburn Manufacturing Company The (felt, asbestos)                                   | Middletown    |
| Raybestos Div of Raybestos-Manhattan Inc The (oil burner wicks)                     | Bridgeport    |
| Russell Mfg Co The  | Middletown    |
| Window & Door Guards  |               |
| Hartford Wire Works Co The  | Hartford      |
| Wire  |               |
| American Brass Company The  | Waterbury     |
| American Steel & Wire Company   | New Haven     |
| Atlantic Wire Co The (steel)  | Branford      |
| Bartlett Hair Spring Wire Co The (hair spring)                                      | North Haven   |
| Bridgeport Brass Company (brass and silicon bronze)                                 | Bridgeport    |
| Bristol Brass Corp The (brass & bronze)   | Bristol       |
| Driscoll Wire Co The (steel)  | Shelton       |
| Hudson Wire Co Winsted Div (insulated & enameled magnet)                            | Winsted       |
| Platt Bros & Co The (zinc wire)   | Waterbury     |
| P O Box 1030  | Waterbury     |
| Plume & Atwood Mfg Co The (brass, bronze, nickel, silver)                           | Thomaston     |
| Scovill Manufacturing Company (Brass, Bronze and Nickel Silver)                     | Waterbury 91  |
| Wire Arches & Trellises   |               |
| Hartford Wire Works Co The  | Hartford      |
| John P Smith Co The   | New Haven     |
| 423-33 Chapel St  |               |
| Wire Baskets  |               |
| Rolock Inc (Industrial—for acid, heat, degreasing)                                  | Fairfield     |
| Wiretex Mfg Co Inc (Industrial, for acid, heat treating and degreasing)             | Bridgeport    |
| Wire Cable  |               |
| Bevin-Wilcox Line Co The (braided)  | East Hampton  |
| Wire Cloth  |               |
| Hartford Wire Works Co The  | Hartford      |
| C O Jelliff Mfg Co The (all metal, all meshes)                                      | Southport     |
| Pequot Wire Cloth Co Inc  | Norwalk       |
| Rolock Incorporated   | Fairfield     |
| Smith Co The John P   | New Haven     |
| Wire Drawing Dies   |               |
| Waterbury Wire Die Co The   | Waterbury     |
| Wire Dipping Baskets  |               |
| Hartford Wire Works Co The  | Hartford      |
| John P Smith Co The   | New Haven     |
| 423-33 Chapel St  |               |
| Wire Formings   |               |
| Autory Co The   | Oakville      |
| G E Prentice Mfg Co The   | Kensington    |
| Master Engineering Company  | West Cheshire |
| North & Judd Manufacturing Co   | New Britain   |
| Verplex Company The   | Essex         |
| Wire Forms  |               |
| Colonial Spring Corporation The   | Hartford      |
| Connecticut Spring Corporation The  | Hartford      |
| Foursome Manufacturing Company  | Bristol       |
| Humason Mfg Co The  | Forestville   |
| New England Spring Mfg Co   | Unionville    |
| Wallace Barnes Co The Div Associated Spring Corp                                    | Bristol       |
| Wire Goods  |               |
| American Buckle Co The (overall trimmings)  | West Haven    |
| Patent Button Co The  | Waterbury     |
| Scovill Manufacturing Company (To Order)  | Waterbury 91  |
| Wire Partitions   |               |
| Hartford Wire Works Co The  | Hartford      |
| John P Smith Co The   | New Haven     |
| 423-33 Chapel St  |               |
| Wire Products   |               |
| Claireglow Mfg Company  | Portland      |
| Plume & Atwood Mfg Co The (to order)  | Waterbury     |
| Wire Reels  |               |
| A H Nilson Mach Co The  | Bridgeport    |
| Wire Rings  |               |
| American Buckle Co The (pan handles and tinner's trimmings)                         | West Haven    |
| Wire Rope and Strand  |               |
| American Steel & Wire Company   | New Haven     |
| Wire Shapes   |               |
| Bridgeport Chain & Mfg Co   | Bridgeport    |
| Wire-Specialties  |               |
| Andrew B Hendryx Co The   | New Haven     |
| Wires and Cable   |               |
| General Electric Company (for central stations, industrial and mining applications) | Bridgeport    |
| Rockbestos Products Corporation (asbestos insulated)                                | New Haven     |
| Wires—Building  |               |
| General Electric Company  | Bridgeport    |
| Wires—Telephone   |               |
| General Electric Company  | Bridgeport    |

**Wood Handles**  
Salisbury Cutlery Handle Co The (for cutlery & small tools) Salisbury

**Wood Scrapers**  
Fletcher-Terry Co The Forestville

**Woodwork**  
C H Dresser & Sons Inc (Mfg all kinds of woodwork) Hartford  
Hartford Builders Finish Co Hartford

**Woven Awning Stripes**  
Falls Company The Norwich

**Woven Felts—Wool**  
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

**Yarns**  
Hartford Spinning Incorporated (Woolen, knitting and weaving yarns) Unionville  
Aldon Spinning Mills Corporation The (fine-woolen and specialty) Talcottville  
Ensign-Bickford Co The (jute carpet) Simsbury

**Zinc**  
Platt Bros & Co The (ribbon, strip and wire) Waterbury  
P O Box 1030

**Zinc Castings**  
Newton-New Haven Co Inc 688 Third Ave West Haven

STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, OF CONNECTICUT INDUSTRY, published monthly at Hartford, Conn., October 1, 1950.

STATE OF CONNECTICUT

COUNTY OF HARTFORD

Before me, a Commissioner of the Superior Court, in and for the State and County aforesaid, personally appeared L. M. Bingham, who, having been duly sworn according to law, deposes and says that he is the Editor of the CONNECTICUT INDUSTRY and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication, for the date shown in the above caption, required by the Act of August 24, 1912, embodied in Section 411, Postal Laws and Regulations, printed on the reverse of this form to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Editor L. M. BINGHAM  
Publisher MANUFACTURERS' ASSOC. OF CONN.  
Managing Editor N. W. FORD

2. That the owner is the Manufacturers' Association of Connecticut, officers of which are as follows:

W. A. PURTELL, President, Orchard Road, West Hartford, Conn.

A. V. BODINE, Vice President, 396 Meadowbrook Road, Fairfield, Conn.

FRANKLIN R. HOADLEY, Vice President, 164 Linden Street, New Haven.

JOHN COOLIDGE, Treasurer, Diamond Glen Road, Farmington.

N. W. FORD, Exec. Vice President, 205 Auburn Road, West Hartford

L. M. BINGHAM, Secretary, 67 Jerome Ave., Bloomfield.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of bona fide owners; and this affiant has no reason to believe that any other person, association or corporation has any interest direct or indirect in the said stock, bonds, and other securities than as so stated by him.

L. M. BINGHAM, Editor.  
Sworn to and subscribed before me this 1st day of October, 1950.

FREDRICK H. WATERHOUSE, Commissioner of Superior Court.

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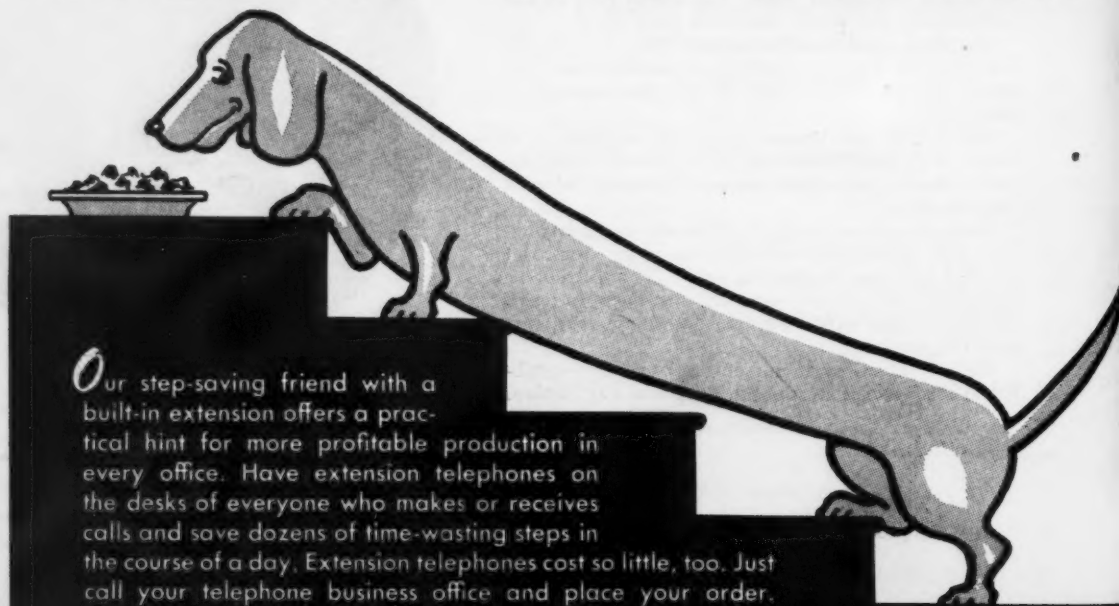
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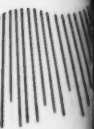
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